

**Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)**

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***Initial Implementation
of the JAED Reform Legislation***

Final Report

Deliverable for Private Sector Policy Initiative, Task Number 511, Support to JAED
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ABSTRACT

The primary objective of this consultancy is to assist the Minister of Industry & Trade in composing the Boards of Directors of the entities involved in the reform (JAED, JEDCO, JIB, and JIEC) and to assist those Boards of Directors (or relevant Committees) in selecting their CEOs, in such a way that is consistent with international best practice and faithful to both the letter and spirit of the endorsed reform package.

The secondary objective of this consultancy is to provide an overall framework for the initial implementation period of the JAED Reform, which consists of the balance of the 2003 calendar year or approximately the first six months that the laws are in force.

GLOSSARY OF ABBREVIATIONS

CEO	Chief Executive Officer
JAED	Jordanian Authority for Economic Development
JEDCO	Jordan Export Development Corporation
JIB	Jordan Investment Board
JIEC	Jordan Industrial Estates Corporation

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EXECUTIVE SUMMARY

On 16 June 2003, the package of five draft laws supporting the JAED Reform were passed and published in *Official Gazette, No. 4606*. These laws establish the Jordan Authority for Economic Development (JAED); re-establish the Jordan *Export* Development and Commercial Centers Corporation Jordan *Enterprise* Development Corporation (JEDCO); re-establish the Jordan Investment Board (JIB); modify the Jordan Industrial Estates Corporation (JIEC); and establish a new basis for investment incentives and licensing. Especially as these laws have come into effect as of their date of publication, the rapid and full implementation of the JAED Reform legislation, especially the establishment or re-establishment of JAED, JEDCO, and JIB, is now a matter of extreme urgency.

In effect, the passing of the new laws is only the first step in the process of modernizing Jordan's approach to enhanced economic growth through the development of the enterprise sector. Unless the process is completed in its entirety, the effect will be minimal.

The critical steps to be taken during the balance of the 2003 calendar year are the following.

- Make the JAED Reform a national priority
- Pass progressive regulations, especially governing personnel
- Compose the boards of directors according to international best practice
- Select the chief executive officers according to international best practice
- Undertake strategic planning exercise
- Appoint senior management

INTRODUCTION

In 2001, upon the recommendation of the Economic Consultative Council, H.M. King Abdullah II appointed an Investment Task Force to consider options for refocusing Jordan's investment and trade promotion activities and for restructuring the entities charged with carrying out those activities. The Task Force commissioned a study to examine international best practices in this field and considered successful organizational models already functioning in Costa Rica, Malaysia, Ireland, and Singapore. These organizations all shared several common features, including a prominent role for the private sector in establishing policies and strategies, considerable autonomy from Government, and the ability to adopt private-sector management techniques. They also tend to coordinate functions, operations, and messages across a diverse group of entities responsible for different aspects of trade and investment promotion. The Task Force recommended the Irish Forfás model as that best suited to Jordan's needs. In turn, an Investment Committee was appointed to develop a plan for rapid and effective implementation of the Forfás model in Jordan.

In mid-2002, with extensive support from the AMIR Program, the Investment Committee submitted that plan, together with supporting draft legislation, to Government. The plan, which calls for substantial reform of the Jordan Export Development and Commercial Centers Corporation and the Jordan Investment Board (JIB), as well as the creation of a new entity, the Jordan Authority for Economic Development (JAED), promises great improvement in Jordan's investment promotion and enterprise development effort. This plan was approved by the Minister of Industry & Trade; endorsed by the Cabinet of Ministers, the Prime Minister, and H.M. King Abdullah II.

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This document sets out the main elements to be addressed in the initial implementation period, which is assumed to be the balance of the 2003 calendar year or approximately the first six months that the laws are in force, in order to help ensure an open and transparent process, based on best practice.

REVIEW OF LAWS

In reviewing the laws that have recently been enacted, it is important to bear in mind the overall improvement that is reflected in the thinking behind the laws.

1. Under the Investment Promotion Law No. (16) for 1995, issues relating to the implementing entity were contained in the same law as the State incentives available to investor companies.
2. The old law was framed in a context that made it legally difficult, if not impossible, for the development entities to undertake new and innovative activities.
3. The old law was very restrictive in that it specified the areas where investment was permitted, discouraging development entities from getting involved in the new and emerging areas of activity.
4. The old law did not delegate sufficient responsibility to the Boards of the development entities.
5. The old law, due its Board composition requirements, ensured that the public sector would be in the majority on the Board of JIB.
6. The old law was very “unfriendly” from the perspective of an overseas investor, due to the lack of clarity on responsibilities.
7. The old law made it difficult for JIB to have its decisions implemented, due to lack of recognition by other State regulatory bodies.
8. The Regulations under which the development entities worked were overly restrictive, making it difficult to recruit and retain good staff, as well as stifling innovation and initiative.

In contrast, the new laws have accepted and enshrined a number of very important principles which the AMIR Program has recommended as representing best practice. These include the following.

1. The Boards of the development entities (JAED, JEDCO, JIB, and JIEC) can now have a majority of private sector representatives. This will help ensure that the vision and policies of the entities will be focused on the private sector and the requirements for enterprise development. For this to happen, however, it will be necessary for the Minister to nominate more than the minimum number of private sector representatives that are specified in the laws. The provision to do this is contained in the section relating to the appointment of private sector representatives, in that the wording “at least” is used.
2. The new laws are based on an open principle in that they give the entities the latitude to undertake activities in response to global developments.

3. The Boards of the entities are empowered by the laws to be responsible for their actions and to undertake activities and manage programs in the delivery of their mandate.
4. Very importantly, the Boards have additional ability to delegate powers to the CEO, committees, and selected staff. This empowerment will greatly facilitate the efficient operation of the entities, as well as help motivate the staff.
5. The provision (Article 18) in the Law for Investment Climate and Enterprise Development that mandates the three entities to have “unified regulations” creates the possibility of movement of staff between the entities. This will help in the start-up phase of JAED, where some staff in JIB and JEDCO can be loaned to JAED until it recruits its own staffing complement.
6. Separating the laws establishing JIB from The Investment Law gives the Government greater freedom to make amendments in the future. It will be possible to amend the investment code without impacting on JIB and *vice versa*.
7. The broad-based involvement of key Ministries in the Boards and committees of the entities will facilitate buy-in from these Ministries in the decisions that emanate from the entities.
8. The new laws give the Boards of each entity clear responsibility for defined areas of activity, thereby eliminating overlap and waste of resources.
9. The mechanism whereby the Minister is the Chairman of each entity is good in that, as the Chairman he can afford “protection” to the entity. Also, given the fact that the Vice-Chairman is from the private sector means that, in effect, the Vice-Chairman will be the Chairman for most of the meetings, as time will not allow the Minister to attend the Board meetings of all the Boards. In reality the Minister is *de jure* Chairman, while the private sector representative is *de facto* Chairman.

In summary, it should be stated that the new laws are a major improvement on the old system. They represent a genuine effort by the Government of Jordan to modernize the legal regime and bring the legislation, in the critical areas of investment and enterprise development, up to date. This will greatly facilitate the efficient working of the new Agencies and there by lead to enhanced economic development.

CRITICAL STEPS IN IMPLEMENTATION

In effect, the passing of the new laws is only the first step in the process of modernizing Jordan's approach to enhanced economic growth through the development of the enterprise sector. Unless the process is completed in its entirety, the effect will be minimal.

The critical steps still to be taken are the following.

National Priority

The JAED Reform represents international best practice through which Jordan can achieve global competitiveness. As such, it is a vitally important undertaking, which promises to raise the incomes and living standards of all Jordanians through increased investment, employment, economy expenditure, and tax revenue; translate recent macroeconomic reform into tangible benefits; allow Jordan to keep pace with its competitor countries, as well as the global economy in which it now participates; and continue its role as a regional leader.

Despite these and other promised benefits, it is expected that the effective implementation of the JAED Reform will be most challenging. A number of critical steps are expected to be highly contentious, including the following.

- Passing progressive regulations for the JAED entities, especially regarding personnel
- Appointing appropriate CEOs to the JAED entities through a transparent and merit-based process
- Composing the staff of the JAED entities according to the needs of the strategic plan and a transparent, merit-based process
- Securing sufficient funding for the operation of the JAED entities on a sustainable basis
- Achieving complete and timely cooperation between the JAED entities and other public entities, based on a common recognition of priorities

For these reasons, it is strongly recommended that the JAED Reform be made a national priority, which figures prominently in the national discourse of matters of economy and welfare. It is only by becoming a recognized, national priority that the JAED Reform will find the substantial, sustained political and financial support that its success requires.

In order to help the JAED Reform become a national priority, it is recommended that the continued support of His Majesty King Abdullah II be requested. A draft presentation to be delivered by the Minister of Industry & Trade to His Majesty King Abdullah II for this purpose is included in Annex 12.

Entity Regulations

The Regulations that will govern the day-to-day workings of the entities can either make or break their effectiveness. It is vitally important that the unified Regulations are such that the principle of autonomy for the entities is preserved. They should be

framed so that the best people possible can be recruited and retained, and that they will have a working environment that is free of the burden of an overly-bureaucratic and restrictive Civil Service regime. If the regulations, especially those relating to personnel and procurement, are too restrictive, it will not be possible to recruit the best staff, and those that are recruited will soon leave. Work on these regulations is to be undertaken as a separate task by the AMIR Program. The timeframe for this task is indicated in the six-month implementation process action plan in Annex 2.

Composition of the Boards of Directors

The important element in the composition of the Boards of Directors is that the best people with the most relevant skills and experience are selected to serve on the Boards. They should bring to the Boards on which they serve best practice international experience, which will help shape the vision and strategy of the entities in a modern and progressive manner. Furthermore, they should represent all of the perspectives required by the entities to fulfill their mandates completely and effectively. Detailed guidelines for the composition of the boards follows in this report. The timeframe for this task is indicated in the six-month implementation process action plan in Annex 2.

Appointment of the Chief Executive Officers

The appointment of the best and most capable Chief Executive Officers (CEO) is probably the most important task in the implementation process. The ultimate success and delivery of results rests with them. In this regard, it is critical that the CEOs are carefully selected and that only the most suitable candidates are appointed. Indeed, the appointments are so important that second-best will not suffice. If the first process to select a CEO for a given entity does not produce a top-class candidate, the search should be commenced again. Detailed guidelines for the appointment of the CEOs follows in this report. The timeframe for this task is indicated in the six-month implementation process action plan in Annex 2.

Strategic Planning Exercise

Strategic planning is a very important step in the implementation process, as it sets the strategic direction and focus of the entity. Following this process, the detailed work programs of the entity are developed. For this process to be effective, it will be necessary to consult widely within the business and Government communities. The process of developing the strategic vision of an entity is a detailed and time-consuming exercise, which will involve a number of in-depth working sessions with the Board, the main stakeholders, the private sector, and ultimately the senior management of the entity. It is a process that should be reviewed on an annual basis. The timeframe for this task is indicated in the six-month implementation process action plan in Annex 2. Proposed organizational structures and budget estimates, as well as a proposed schedule of capacity building for use as a point of departure in the strategic planning process are included in Annexes 9, 10, and 11, respectively.

Appointment of the Senior Management

The appointment of senior management should be driven by the CEO as ultimately he or she will rely on these people for the delivery of the work programs agreed by the

Board. They should have best-practice, world-class experience in the areas to which they are being appointed. As with the CEOs, second best will not be acceptable, as too much is depending on what these people deliver. The timeframe for this task is indicated in the six-month implementation process action plan in Annex 2.

COMPOSITION OF THE BOARDS OF DIRECTORS

It is recommended that the process of appointing the Board Members of the entities be carried out in an open and transparent manner, with broad consultation throughout the business and economic community. A flowchart of this process is included in Annex 3.

Agree the Number of Private Sector Representatives

The laws establishing the entities merely state that there be “at least...members from the private sector.” In the case of JAED, JEDCO, and JIB, the number is six, while for JIEC it is four. Accordingly, there is no upper limit on the number of private sector representatives on the Boards of each entity.

It is recommended that the Minister appoints sufficient private sector representatives to ensure that there is, at least, an equal balance between the public and private sectors.

Agree Composition Needed for Each Board

In order to ensure that each Board fulfils its mandate, it will be necessary to have a balance and range of experience, knowledge, skills, and perspectives represented at Board level.

It is recommended that the Minister ensures that the following experience, knowledge, skills, or perspectives be present on the Boards.

JAED

- Economic analysis and policy formulation
- Higher education, especially in scientific and technological fields
- Vocational training
- Labor issues
- Rural development
- Women’s issues
- Business administration, especially strategy, organization, human resources, organization, strategy, international, and accounting
- Law, especially corporate, constitutional, international, and dispute resolution
- Banking and financial services
- Information Systems

JIB

- Foreign investment in relevant sectors (e.g., garments)
- Domestic investment in relevant sectors (e.g., pharmaceuticals)
- Internationally-traded services
- Higher education, especially technological or engineering fields
- Economics
- Business administration, especially marketing, international, general management, and accounting
- Law, especially corporate and international

- Banking and financial services
- Information Systems

JEDCO

- Entrepreneurs
- Small- and medium-sized enterprises
- Large firms
- Exporters
- Manufacturers
- Trade services
- Rural development
- Women's issues
- Business administration, especially marketing, general management, finance, and accounting
- Banking and financial services
- Law, especially corporate
- Engineering, especially industrial
- Training, especially industrial
- Information Systems
- Agriculture

JIEC

- Foreign and domestic business, especially representative industrial estate clients
- Rural development
- Labor issues
- Construction or property development
- Transportation
- Banking and financial services
- Engineering, especially industrial, civil, and environmental
- Business administration, especially marketing, general management, finance, and accounting

Agree Key Constituencies to be Represented

As part of the process of ensuring balance and political acceptance for the Boards, it will be necessary to undertake a process of consultation with the main constituencies in the Jordanian economy.

It is recommended that the Minister (or his representative) writes to a number of appropriate people and business/commercial organizations representing the main commercial and economic constituencies, as well as other Ministers, asking them to nominate up to three persons as Board Members. A number of constituencies should be asked to nominate at least one person representing a small-sized enterprise.

See Appendix 4 for draft letter.

Establish Review Groups to Review and Screen Nominations

In order to assist in the process of encouraging openness and transparency, the Minister may consider appointing a review group (possibly including one other

Minister) to screen the nominations and present a short-list to the Minister of Industry & Trade for final selection. It is recommended that this screening take into consideration the broad experience, knowledge, skills, and perspectives suggested for each Board above.

Members Appointed

Having made his final selection, the Minister recommends to the Council of Ministers the names for appointment.

The Boards should then meet as soon as possible to participate in the process of selecting a Chief Executive Office (CEO) and commencing the strategic planning process.

APPOINTMENT OF CHIEF EXECUTIVE OFFICERS

It is recommended that the process of appointing the CEOs of the entities (JAED, JEDCO, and JIB) be carried out in an open and transparent manner, based on international best-practice. In order to achieve this objective, the following process should be followed. A flowchart of this process is included in Annex 5.

Agree Key Characteristics for Each CEO

Given that the three entities will be undertaking different tasks, the key characteristics of each CEO will be different.

A critical element in the overall success of the Agencies will be the caliber of the CEOs. Accordingly it will be necessary to select the best available candidate that most clearly matches the agreed characteristics of the job. Clearly the issue of remuneration will be a determining factor, and it will be necessary to establish a budget allocation sufficiently large to be attractive to an outstanding candidate from overseas.

It is recommended that the following be agreed as the key characteristics for each of the CEO positions.

JAED

- Ability to direct and coordinate national policy development and strategic planning activities which will underpin the development of a soundly-based enterprise development culture and competitive environment in Jordan
- Ability to monitor the implementation of agreed public sector policies and to recommend change where it is required
- Ability to set-up, manage, and grow a new public corporation which will become the driving force behind sustainable economic growth in Jordan

JIB

- Ability to set up and manage programs of activity that will facilitate the flow of investment to Jordan
- Ability to devise programs that will facilitate the start up of investments and subsequent growth of those investments in Jordan
- Ability to restructure, manage, and grow a public corporation that will become the national leader in projecting Jordan as an attractive location for investment and have responsibility for promoting investment in the country

JEDCO

- Ability to set up and manage programs aimed at developing the micro-, small-, and medium-sized enterprise sectors in Jordan, including entrepreneur development
- Ability to set up and manage programs that will provide company development advice to companies in Jordan
- Ability to set up and manage processes that will maximize and coordinate the contribution of donor programs to enterprises in Jordan

- Ability to set-up, manage, and grow a public corporation that will become the national leader for the growth and improved competitiveness of the enterprise sector in Jordan

Agree Wording of the Advertisements

As part of the process of establishing openness and transparency, advertisements should be placed in key media worldwide. The advertisements will also have the additional benefit of publicizing to the international business community that Jordan is serious in its intent to modernize its approach to investment promotion, enterprise development, and national competitiveness. One advertisement will cover all three positions. Draft copy for use in this advertisement is attached as Appendix 6.

It is important that the advertisement reach the appropriate audiences in Jordan, the Middle East, and worldwide. In this regard, it is recommended that the following be considered.

- *The Jordan Times*
- *Al Rai*
- *Gulf News*
- *Middle East Economic Digest (MEED)*
- *The Economist*
- *Financial Times*
- *International Herald Tribune*

A media plan for these advertisements, including recommended advertisement size and publication frequency, as well as specific cost and contact information, can be found in Appendix 7.

Agree Selection Criteria and Carry Out Initial Screening

An important step in the selection process is agreeing the criteria and ranking that will be used in evaluating the candidates. It is recommended that the following experience, skills, and personal characteristics, as well as certain eligibility requirements, be used as selection criteria against which to evaluate candidates generally.

CEO JAED

- Strong track record of substantial achievements in related areas of activity
- Outstanding strategic vision
- Innovative thinking
- Strong leadership and the ability to manage and grow a high-caliber professional organization
- Excellent communication and persuasive capabilities
- Excellent interpersonal skills
- Ability to operate convincingly at the highest government levels
- Credibility with the private sector
- Professional, intellectual, and personal stature to network successfully with the many organizations and constituencies which impact on economic and technological development in Jordan
- Ability to communicate fluently in at least Arabic and English languages
- Minimum of Bachelors degree

- Jordanian national

CEO JIB

- Strong track record of substantial achievements in related areas of activity
- Strong business acumen
- Excellent strategic marketing competence
- Innovation in thinking
- Strong leadership skills and the effectiveness to develop and motivate a professional team and network of people
- Credibility with and the ability to relate to international business executives at the most senior levels
- Exceptional communication, presentation and persuasive capabilities to operate both nationally and internationally at the most senior levels
- Personal and professional stature to network successfully with the many organizations and constituencies which impact on the effective delivery of the organization's mandate
- Ability to communicate fluently in at least Arabic and English languages
- Minimum of Bachelors degree
- Jordanian national

CEO JEDCO

- Strong track record of substantial achievements in related areas of activity
- Strong business acumen
- Excellent knowledge of the factors underpinning successful business development
- Innovation in thinking
- Strong leadership skills and the effectiveness to develop and motivate a professional team and network of people
- Credibility with and the ability to relate to the business community at the most senior of levels
- Exceptional communication, presentation and persuasive capabilities to operate both nationally and internationally at the most senior levels
- Personal and professional stature to network successfully with the many organizations and constituencies which impact on the effective delivery of the organization's mandate
- Ability to communicate fluently in at least Arabic and English languages
- Minimum of Bachelors degree
- Jordanian national

During the initial screening, it will be impossible to evaluate all such criteria on the impersonal basis of résumés and cover letters. For this reason, it is recommended that the scorecards found in Appendix 8 be used to reduce the candidates to a long list of ten. This initial screening should be carried out by a selection committee appointed by the Minister.

Having reduced the number of candidates to a long list of ten, the selection should consider whether or not it is necessary to undertake a highly selective "head-hunting" exercise aimed at recognized Jordanian high-achievers who have not applied for a position for which they would be suited. Any people so selected should then be evaluated against the long list candidates, according to the selection criteria included

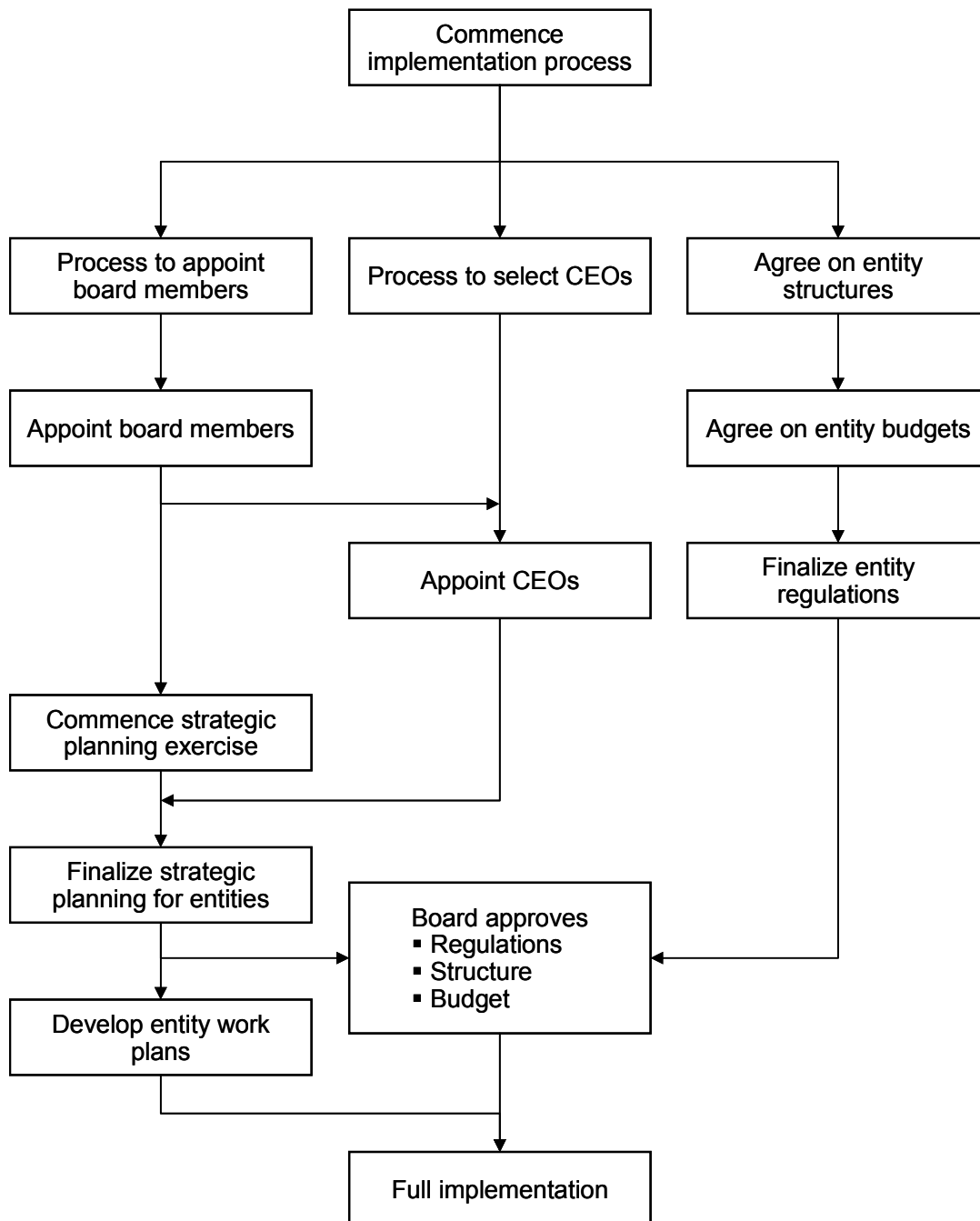
on the scorecards, and a short list of five candidates in then produced for the final interview.

Final Interviews

The final interviews should be carried out by a different group to that which conducted the initial screening. In this case it is recommended that the final interview panel have the Minister as Chairman, two other Board Members, and two representatives from outside the entity, preferably one representing the business community and the other representing the government.

It will be necessary to bring the short listed candidates to Amman to interview. It is recommended that these interviews consist of a presentation, in which the candidates put forth their vision for the organization and their qualifications to achieve that vision, followed by a question and answer session.

If there is not an outstanding candidate following this interview process, it will be necessary to conduct a second round of interviews, in which the interview panel addresses in depth the concerns it has about each candidate.

APPENDIX 1*JAED Reform Six-Month Implementation Process Flowchart*

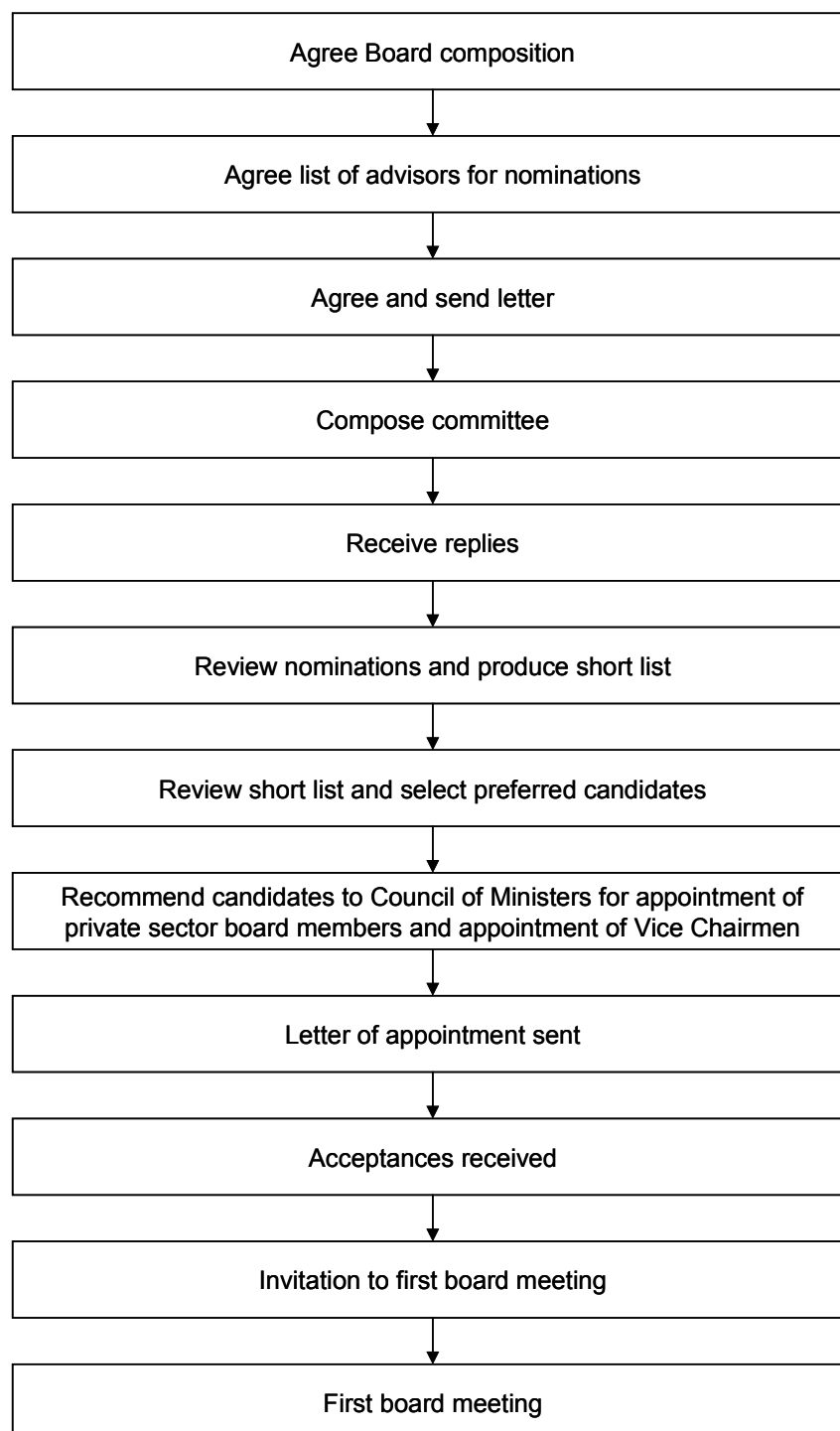
APPENDIX 2

JAED Reform Six-Month Implementation Process Action Plan

[illegible]

Action	Responsible	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	2004
Staffing (Management & Staff)																										
Management																										
Agree key characteristics for senior management	CEO, HR Manager/Facilitator																									
Agree job descriptions for senior management	CEO, HR Manager/Facilitator																									
Agree initial selection criteria	CEO, HR Manager/Facilitator																									
Agree copy for advertisements	HR Manager/Facilitator																									
Select media, frequency, size, & cost of advertisements	HR Manager/Facilitator																									
Place advertisements	HR Manager/Facilitator																									
Undertake select headhunting process	CEO, HR Manager/Facilitator																									
Receive replies to advertisements	HR Manager/Facilitator																									
Screen replies against initial selection criteria to reduce to long list of 10 candidates	HR Manager/Facilitator																									
Conduct initial interview with long list to reduce to short list of 3-5 candidates	HR Manager/Facilitator																									
Conduct final interview	CEO																									
Select successful candidate	CEO																									
Negotiate contract	CEO, HR Manager/Facilitator																									
Finalize contract	HR Manager/Facilitator																									
Receive acceptance	HR Manager/Facilitator																									
Senior managers assume posts	Senior managers																	+1 mo.								
Staff																										
Agree key characteristics for staff	CEO, HR Manager/Facilitator																									
Agree job descriptions for staff	CEO, HR Manager/Facilitator																									
Agree initial selection criteria	CEO, HR Manager/Facilitator																									
Agree copy for advertisements	HR Manager, Facilitator																									
Select media, frequency, size, & cost of advertisements	HR Manager, Facilitator																									
Place advertisements	HR Manager, Facilitator																									
Undertake select headhunting process	Senior managers, HR Manager, Facilitator																									
Receive replies to advertisements	HR Manager, Facilitator																									
Screen replies against initial selection criteria to reduce to long list of 10 candidates	HR Manager, Facilitator																									
Conduct initial interview with long list to reduce to short list of 3-5 candidates	HR Manager, Facilitator																									
Conduct final interview	Senior managers																									
Select successful candidate	CEO																									
Negotiate contract	Senior managers, HR Manager																									
Finalize contract	HR Manager																									
Receive acceptance	HR Manager																									
Staff assume posts	Staff																									
Regulations, Instructions, & Decisions (Required for Operation)																										
JAED																										
Regulations																										
Unified personnel	Council of Ministers																									
Unified procurement	Council of Ministers																									
Unified financial affairs	Council of Ministers																									
Instructions																										
Provisions & procedures regulating Board's functions & meetings	Board																									
Decisions																										
Appointment of private board members	Council of Ministers																									
Appointment of vice-chairman of board	Council of Ministers																									

Action	Responsible	Week																								2004
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
JIB																										
Instructions																										
Provisions & procedures regulating Board's functions & meetings	Board																									
Fees & charges for services rendered	Board																									
Decisions																										
Appointment of private board members	Council of Ministers																									
Appointment of Vice-Chairman of board	Council of Ministers																									
Appointment of CEO	Council of Ministers																									
Nomination as legal & factual successor	Council of Ministers																									
JIEC																										
Decisions																										
Appointment of private board members	Council of Ministers																									
Appointment of Vice-Chairman of board	Council of Ministers																									
Provisions & procedures regulating Board's functions & meetings	Board																									
Investment																										
Regulations																										
Bases, provisions, procedures, percentages, periods, & conditions for exemptions	Council of Ministers																									
Development areas	Council of Ministers																									
Exempted sectors	Council of Ministers																									
Bases, percentages, & periods for exemption according to development area	Council of Ministers																									
Provision & period for fixed asset & spare part exemptions	Council of Ministers																									
Provisions for additional exemptions for project expansion	Council of Ministers																									
Bases & conditions for exemptions for project mergers	Council of Ministers																									
Bases, provisions, & periods for exemptions for industrial projects in industrial estates	Council of Ministers																									
Bases & conditions for foreign investment	Council of Ministers																									
Decisions																										
Qualification of contested project for exemption	Council of Ministers																									
Capacity Building																										
JAED, JEDCO, JIB, & JIEC																										
Strategic Planning	Foreign consultant, CEOs																									
Change management	Foreign consultant, CEOs																									
Teambuilding retreat	Foreign consultant, Full staff																									
Monitoring & Evaluation	Foreign consultant, M&E Managers																									
Information Systems	Foreign consultant, Knowledge Management Managers																									
Human resources	Foreign consultant, HR Managers																									
Communications	Foreign consultant, Communications Managers																									
JAED, JEDCO, & JIB																										
Screening & recruitment of personnel	Local consultant, CEOs																									
JAED																										
Enterprise Policy	Foreign consultant, Enterprise Policy Dept.																									
Trade Policy	Foreign consultant, Trade Policy Dept.																									
Competitiveness	Foreign consultant, Competitiveness Dept.																									
JEDCO																										
Best practice functional benchmarking	Foreign & local consultant																									
Export promotion	Foreign consultant, Export Promotion Dept.																									
Small enterprise development	Foreign consultant, SME Dept.																									
Company development	Foreign consultant, Company Development Dept.																									
Backward linkages	Foreign consultant, Linkages Dept.																									
JIB																										
Best practice functional benchmarking	Foreign & local consultant																									
Investment promotion	Foreign consultant, Investment Promotion Dept.																									
After-care	Foreign consultant, After-care Dept.																									
Investment facilitation	Foreign consultant, Investment Facilitation Dept.																									

APPENDIX 3*Board Selection Process Flowchart*

APPENDIX 4

Draft Letter from Minister Inviting Nominations for Boards of Directors

Dear [],

Your personal interest in the development of Jordan as a progressive, dynamic, and competitive location for investment is well known and appreciated.

You will know that a major modernization program at the national level has been underway for almost two years to reform Jordan's investment promotion, enterprise development, and export promotion effort according to international best practices. The objective of this program is improve Jordan's national competitiveness by providing the policies and institutional support that companies in Jordan need in order to compete successfully in the global marketplace.

Based on the highly successful Irish Forfás model, the program calls for the creation of the Jordanian Authority for Economic Development (JAED), a preeminent advisory body for economic development policy.

JAED will assist the government in setting sound national economic policy relating to investment and enterprise. JAED will work in close collaboration with JEDCO, JIB, and JIEC, as well as with Ministries and other interested stakeholders, to coordinate and monitor the implementation of that policy.

The program also redefines the roles of the Jordan Investment Board (JIB), the Jordanian Export Development and Commercial Centers Corporation (JEDCO), and the Jordanian Industrial Estates Corporation (JIEC).

JIB will focus exclusively on promoting and facilitating investment.

JEDCO will become responsible for all activities in the Kingdom relating to enterprise development. It will provide a full range of business development services to help both existing and newly-established companies to compete globally. This will include support to entrepreneurs, small- and medium-sized enterprise development, and company development, as well as export promotion.

JIEC will now act in close coordination with the other three entities in managing its portfolio of public industrial estates, as well as assisting firms that set up and operate on those estates.

A package of five economic laws approved recently has set this program in motion, and new boards of directors are now being formed for JAED, JEDCO, JIB, and JIEC. The private sector will be strongly represented on each of these four boards, with at least six representatives on the board of each of JAED, JEDCO, and JIB and at least four representatives on the board of JIEC.

Your assistance in providing short lists of potential candidates from the private sector in Jordan for the new boards of JAED, JIB, and JEDCO would be greatly appreciated.

It is important that the following experience, knowledge, skills, or perspectives be represented on the boards.

JAED

- Economic analysis and policy formulation
- Higher education, especially in scientific and technological fields
- Vocational training
- Labor issues
- Rural development
- Women's issues
- Business administration, especially strategy, organization, human resources, organization, strategy, international, and accounting
- Law, especially corporate, constitutional, international, and dispute resolution
- Banking and financial services
- Information Systems

JIB

- Foreign investment in relevant sectors (e.g., garments)
- Domestic investment in relevant sectors (e.g., pharmaceuticals)
- Internationally-traded services
- Higher education, especially technological or engineering fields
- Economics
- Business administration, especially marketing, international, general management, and accounting
- Law, especially corporate and international
- Banking and financial services
- Information Systems

JEDCO

- Entrepreneurs
- Small- and medium-sized enterprises
- Large firms
- Exporters
- Manufacturers
- Trade services
- Rural development
- Women's issues
- Business administration, especially marketing, general management, finance, and accounting
- Banking and financial services
- Law, especially corporate
- Engineering, especially industrial
- Training, especially industrial
- Information Systems
- Agriculture

JIEC

- Foreign and domestic business, especially representative industrial estate clients
- Rural development
- Labor issues

- Construction or property development
- Transportation
- Banking and financial services
- Engineering, especially industrial, civil, and environmental
- Business administration, especially marketing, general management, finance, and accounting

The private sector members of the boards will be acting in a non-executive capacity. They will be required to attend one regularly board meeting each month, as well as extraordinary meetings. Prior to each board meeting, they will receive documentation pertaining to the topics to be discussed at the board meeting, and their contribution to the discussion and decision-making at board level will be much valued. Please note that the private sector members cannot be from any corporation in which the Government participates in its capital.

Bearing in mind the criteria outlined above, I would appreciate it if you might nominate private sector business persons of high caliber, who might be considered for these boards.

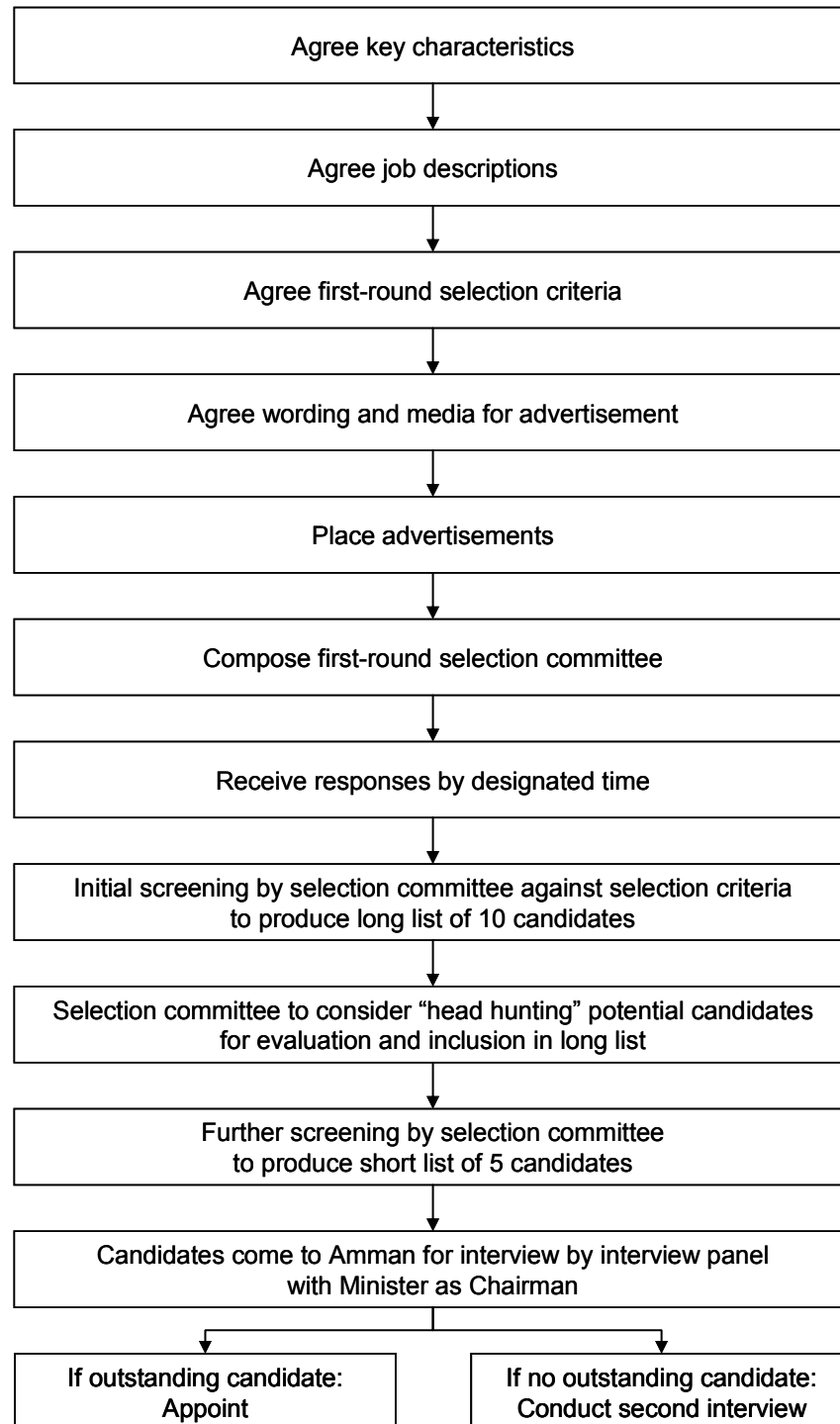
Please note that your suggestions will be treated in total confidence. In addition, please note that we are approaching a small number of other leading business figures in Jordan to seek their nominations also. We hope to receive a long list of nominations of potential candidates for these positions of non-executive directors of the boards. It will not be possible to appoint all of the nominated persons. However, it will be very important to have such a long list so that the best choices can be made in the national interest.

I kindly request that you submit your nominations by Sunday, July 6.

I look forward to hearing from you.

Yours sincerely,

H.E. Salaheddin Al-Bashir
Minister of Industry and Trade

APPENDIX 5*CEO Selection Process Flowchart*

APPENDIX 6

Draft Copy for Advertisement of CEO Positions

JAED Chief Executive Officer

The Government of Jordan has recently established a national body, the Jordanian Authority for Economic Development (JAED), to advise and coordinate on enterprise policy development and its implementation in Jordan. This is a significant initiative by the Government of Jordan and reflects a very strong commitment to the development of enterprise as a contribution to overall economic development in Jordan.

JAED will work in close collaboration with the Jordan Investment Board, the Jordanian Enterprise Development Corporation, the Jordanian Industrial Estates Corporation, Government Ministries, the private sector, and other interested stakeholders in fulfilling this new and very significant national mandate.

Reflecting the organization's remit, the role of the Chief Executive Officer has a strong emphasis on

- directing and coordinating national policy development and strategic planning activities which underpin the development of a soundly-based enterprise development culture and environment in Jordan, and
- monitoring the implementation of agreed public sector policies in this area.

The CEO will report to the Board of JAED, of which he/she will be a member, and will be responsible for assuming that the organization formulates and presents policy proposals to Government which support and enhance Jordan's economic and technological growth in the context of a changing domestic and international environment.

This is a key position in an organization of considerable national importance, and the successful candidate must have a strong background in economic or business planning on a national scale.

The successful candidate must be able to demonstrate outstanding strategic vision, innovation in thinking, strong leadership, and the effectiveness to manage a high-caliber professional organization. Equally important, he/she must have exceptional communications, entrepreneurial, and persuasive capabilities to operate convincingly at the highest Government levels and the personal and professional stature to network successfully with the many organizations and constituencies which impact on economic and technological development in Jordan.

Interested candidates should apply in writing, attaching a résumé of their career to date and briefly stating why they should be considered for the position for which they are applying.

Replies to be sent to [].

The closing date for receipt of applications is [].

JIB Chief Executive Officer

The Government of Jordan has recently reconstituted the Jordan Investment Board (JIB) to give clear focus to marketing Jordan as a location for investment and thereby contributing to the Kingdom's economic development. This is being done as part of an overall national strategy to strengthen the contribution of the enterprise sector to the economy of Jordan. JIB will work in collaboration with the newly established Jordanian Authority for Enterprise Development (JAED) in achieving this national objective.

Reflecting this new focus the Chief Executive Officer will have a strong emphasis on

- promoting investment projects in Jordan, and
- facilitating the start up of investments and subsequent growth of those investments in the country.

The CEO will report to the Board of JIB, of which he/she will be a member, and will be responsible for ensuring that the organization develops appropriate marketing messages and supports, identifies target markets, encourages investors to visit Jordan, and converts these visits into projects on the ground.

This is a key position in an organization of considerable national importance, and the successful candidate must have a very strong background in international marketing.

The successful candidate must have strong business acumen, excellent strategic marketing competence, innovation in thinking, strong leadership skills, and the effectiveness to develop and motivate a professional team and network of people. Equally important, he/she will have the ability to relate to international executives at the most senior levels, demonstrate exceptional communications, presentation and persuasive capabilities to operate both nationally and internationally at the most senior levels, and have the personal and professional stature to network successfully with the many organizations and constituencies which impact on the effective delivery of the organization's mandate.

Interested candidates should apply in writing, attaching a résumé of their career to date and briefly stating why they should be considered for the position for which they are applying.

Replies to be sent to [].

The closing date for receipt of applications is [].

JEDCO Chief Executive Officer

The Government of Jordan has recently reconstituted the Jordanian Enterprise Development Corporation (JEDCO) to give clear focus to the development of enterprise in Jordan. This is being done as part of an overall national strategy to strengthen the contribution of the enterprise sector to the economy of Jordan. JEDCO will work with the Jordanian Authority for Enterprise Development (JAED) in achieving this national objective.

Reflecting this new focus, the Chief Executive Officer will have a strong emphasis on

- developing the micro-, small-, and medium-sized business sector in Jordan, including entrepreneur development,
- providing company development advice to existing enterprises in Jordan,
- developing programs to assist companies in exporting, and
- maximizing and coordinating the contribution of donor programs to enterprise in Jordan.

The CEO will report to the Board, of which he/she will be a member, and will be responsible for ensuring that the organization can provide a range of supports, including development advice/assistance and export supports to enterprises across a range of sectors.

This is a key position in an organization of considerable national importance, and the successful candidate must have a very strong background in business strategy and development.

The successful candidate must have strong business acumen, excellent knowledge of the factors underpinning successful business, innovation in thinking, strong leadership skills, and the effectiveness to develop and motivate a professional team and network of people. Equally important, he/she will have the ability to relate to the business community at the most senior levels, demonstrate exceptional communication, presentation and persuasive capabilities both nationally and internationally at the most senior levels, and have the personal and professional stature to network successfully with the many organizations and constituencies which impact on the effective delivery of the organization's mandate.

Interested candidates should apply in writing, attaching a résumé of their career to date and briefly stating why they should be considered for the position for which they are applying.

Replies to be sent to [].

The closing date for receipt of applications is [].

APPENDIX 7

Media Plan and Cost Matrix for Advertising CEO Positions

Publication	Comments	Recommended frequency	Recommended ad size(s)	Cost estimate	Submission requirements	Contact information
Jordan Times	Employment ads typically run mid-paper. Do not place in Marketplace classifieds.	One week on Sunday and Tuesday	a) 2 cols x 18 cm verticle b) 3 cols x 18 cm verticle	a) JD 144 b) JD 216	Book and copy 2 days prior	Mahmoud Fares Mobile: 079-5592440 Email: abufares@arabia.com
Al Rai	Sunday is best day. Page 3 is most prestigious. Do not place in regular classifieds.	Two consecutive Sundays	a) 2 cols x 18 cm verticle b) 3 cols x 18 cm verticle	a) JD 288 b) JD 432	Book and copy 2 days prior	Mahmoud Fares Mobile: 079-5592440 Email: abufares@arabia.com
The Economist	Executive Focus recruitment section is front of the publication and targets more senior positions (i.e., 7-15 years experience, paying salaries over £40,000 per year.)		a) 115mm x 88mm (1/4 pg) b) 115 x 180mm (1/2 pg horizontal)	a) US\$ 5,900 b) US\$ 11,450	Book Tuesday 12 noon (GMT), copy 5pm. 1 positive litho film; wrong reading, emulsion side up, 40 lines/cm, 100 dots/inch or camera-ready artwork. Payment 30 days after invoice.	David Wain Classified Sales Executive Tel: ++ 44 20 7576 1032 Fax: ++ 40 20 7830 7111 EMail: davidwain@economist.com
Financial Times	Preset ad size in the Business Leaders section	Cost covers ad run Wed/Thurs/Fri	13cm x 5 columns	£4,450	Book Monday before 11am (GMT), copy Tuesday 12 noon. • Non-account customers and first time advertisers must pre-pay before an advertisement is published.	Kerry Willson Account Executive Tel: (020) 7873 4909 email: kerry.willson@ft.com
International Herald Tribune	Costs are for Executive Recruitment section, not for main paper 2 ads = 10% discount 4 ads = 20% discount		a) 4cm x 8cm b) 530 mm (1/8 pg) c) 1060 mm (1/3 pg)	a) US\$ 4,608 b) US\$ 7,632 c) US\$ 15,264	Book and copy 2 days prior	Susan Davidson Mobile: 079-5211957 Email: sveda@index.com.jo
Gulf News (Dubai)	Notice in Appointments section - high-profile posts, runs every day in business except Fri/Sat 4days = 25% discount		a) 3 cols x 20 cm (1/4 pg) b) 6 cols x 20cm (1/2 pg)	a) US\$ 750 b) US\$ 1,500	Book 2 days prior, art 12 noon day prior	Mabeel Rosario Tel: 00-97143444125 Email: classfd@gulfnews.com
MEED (Weekly)	Publishes Fridays, 7,200 circulation		a) 65mm x 184mm (1/4 pg) b) 125mm x 184mm (1/2 pg horizontal)	a) US\$ 1,772 b) US\$ 3,428		Susan Davidson Mobile: 079-5211957 Email: sveda@index.com.jo

Notes

Timeframe for layout and design of ad copy is estimated at 2 days, and maximum cost of JD 200.

APPENDIX 8

Scorecards for Initial CEO Screening

JAED: Initial CEO Screening Scorecard**Name****Eligibility**

Criteria	“Yes” (Eligible)	“No” (Not Eligible)
Jordanian national	<input type="checkbox"/>	<input type="checkbox"/>
Arabic fluency	<input type="checkbox"/>	<input type="checkbox"/>
English fluency	<input type="checkbox"/>	<input type="checkbox"/>
Minimum education	<input type="checkbox"/>	<input type="checkbox"/>

Selection

Criteria	Possible Score	Score
Demonstrated leadership <i>Has operated at or just below CEO level</i>	20	
Credibility with private and public sectors <i>Has broad-based experience</i>	15	
International experience	15	
Experience with policy-related activity	10	
Strategic vision	10	
Innovation	10	
Higher educational qualification	10	
Personal and professional stature	5	
Preferred age bracket: 35-55 years old	5	
Total	100	

Notes

JEDCO: Initial CEO Screening Scorecard**Name****Eligibility**

Criteria	"Yes" (Eligible)	"No" (Not Eligible)
Jordanian national	<input type="checkbox"/>	<input type="checkbox"/>
Arabic fluency	<input type="checkbox"/>	<input type="checkbox"/>
English fluency	<input type="checkbox"/>	<input type="checkbox"/>
Minimum education	<input type="checkbox"/>	<input type="checkbox"/>

Selection

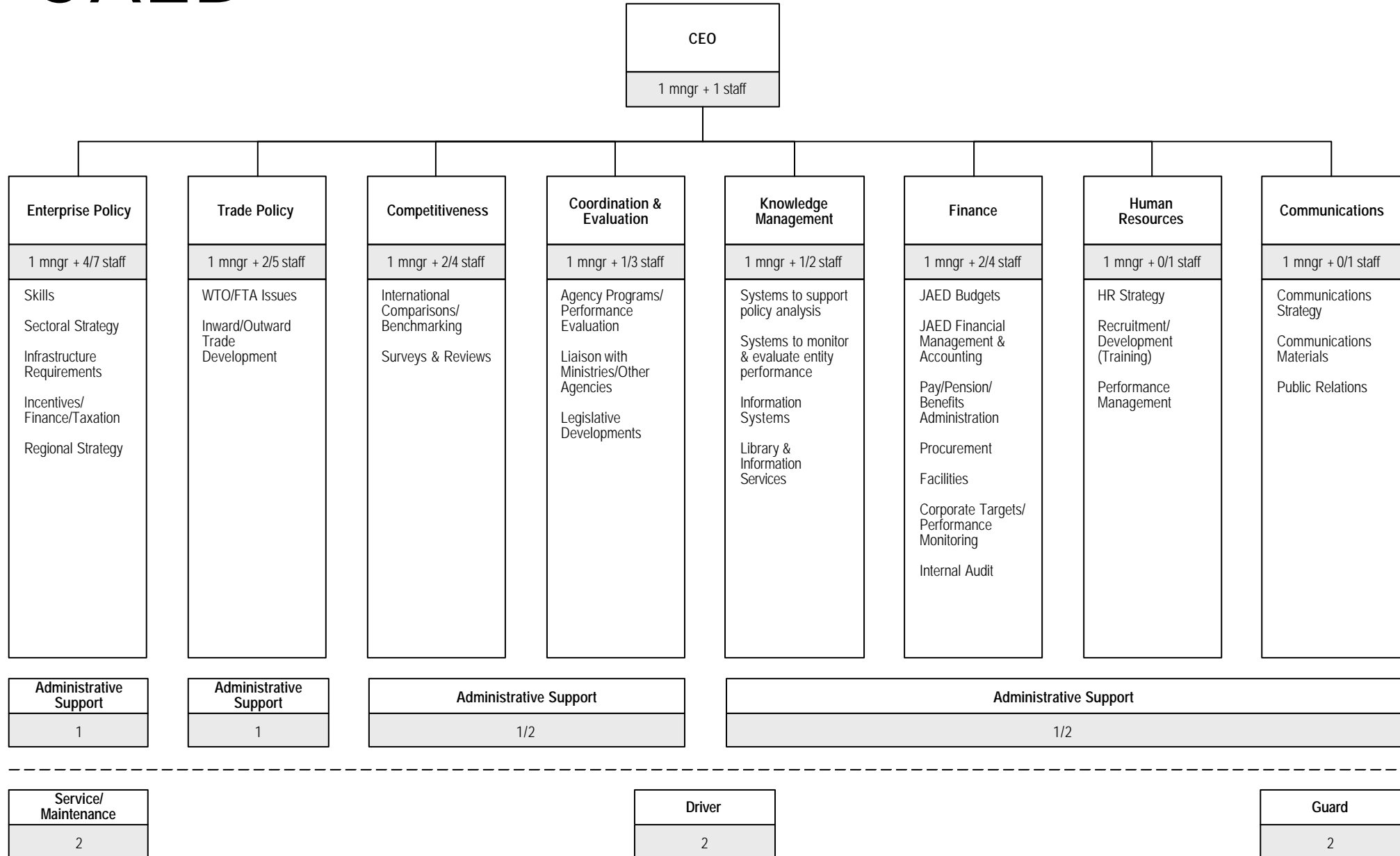
Criteria	Possible Score	Score
Demonstrated leadership <i>Has operated at or just below CEO level</i>	20	
Business experience	15	
Credibility with private and public sectors <i>Has broad-based experience</i>	10	
Innovation	10	
International experience	5	
Entrepreneurship experience	5	
Small- and medium-sized enterprise experience	5	
Business development experience	5	
Export experience	5	
Marketing experience	5	
Higher educational qualification	5	
Personal and professional stature	5	
Preferred age bracket: 35-55 years old	5	
Total	100	

Notes

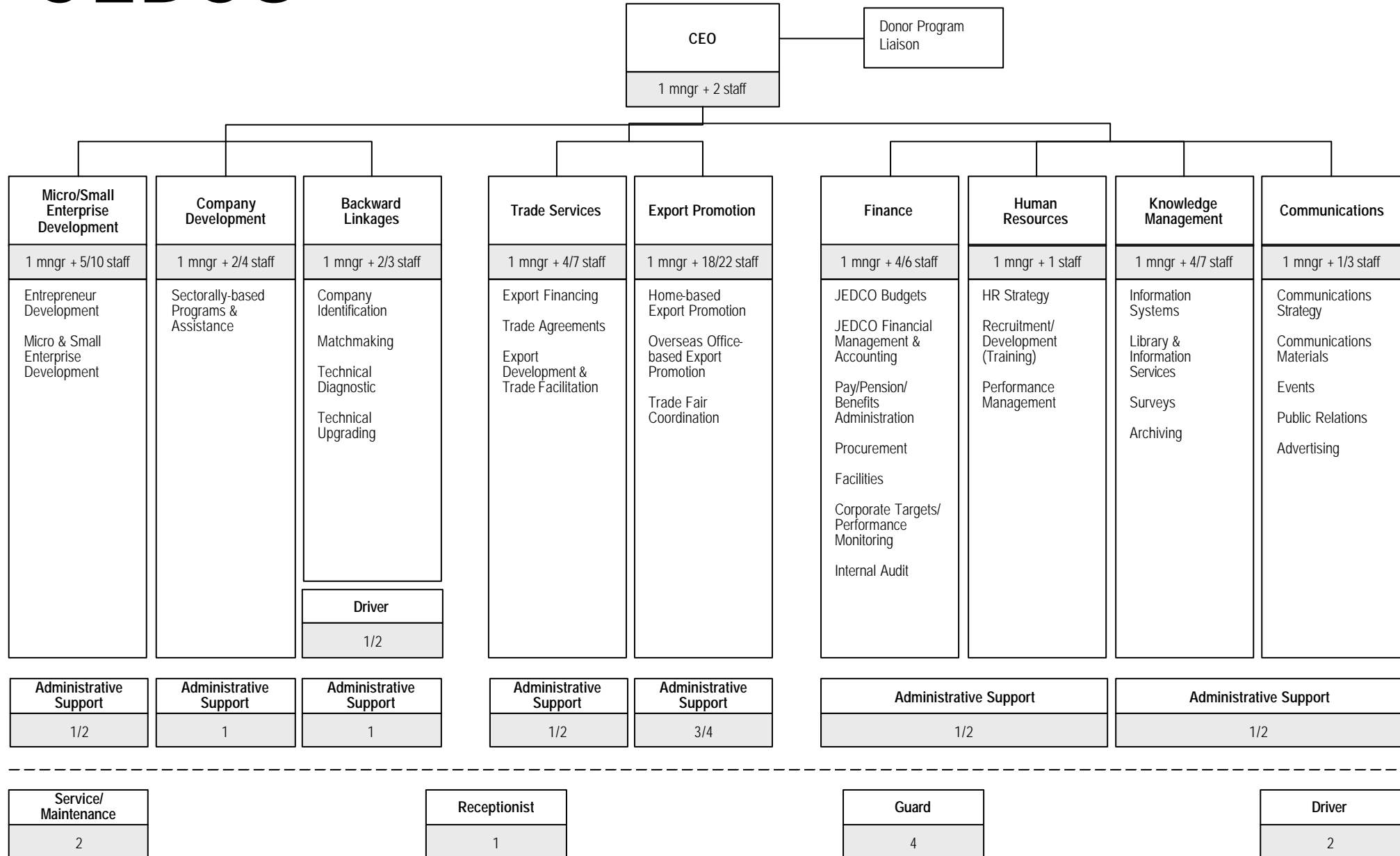
APPENDIX 9

Proposed Organizational Structures

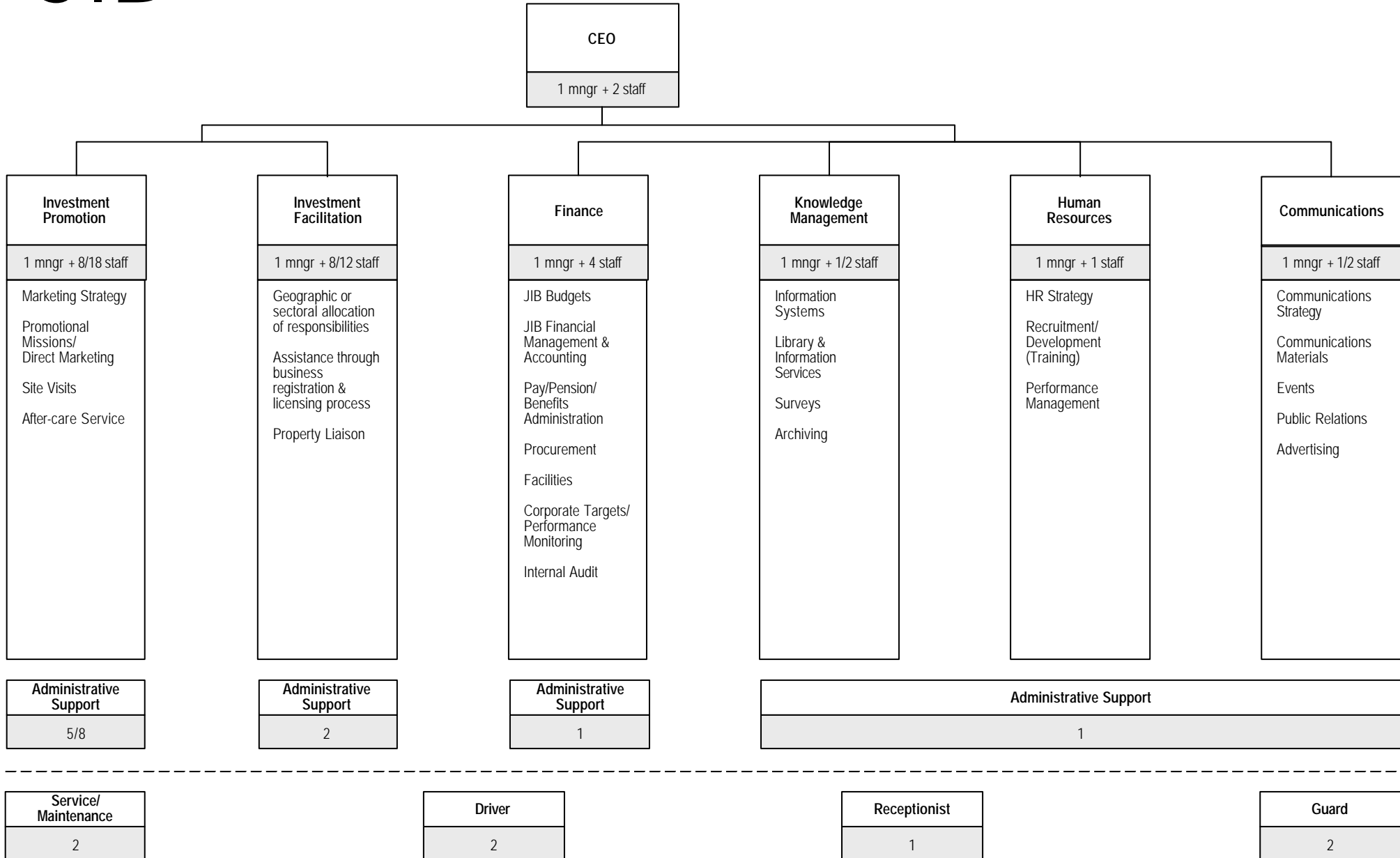
JAED



JEDCO



JIB



APPENDIX 10

Estimated Budgets

Summary

Costs in Jordanian Dinars

	JAED	JIB	JEDCO	TOTAL
Cost				
2003 Transition ¹	577,779	1,338,965	998,993	2,915,737
2004 ¹	1,226,938	2,094,016	2,958,176	6,279,130
2005 ¹	1,472,959	2,255,747	3,635,938	7,364,644
Headcount				
Current	0	76	108	184
Transition: Jul-Dec 2003	32	48	73	153
2004	49	68	101	218
2005	49	68	101	218

Notes

¹ These estimates are based on actual 2002 and 2003 budget information supplied to AMIR by JEDCO and JIB, supplemented by AMIR estimates.

Salary scale and general organizational structure are based on recommendations made in AMIR report entitled "A Sustainable Institutional Framework for Trade and Investment in Jordan" (June 2002). Some subsequent refinements have been made based on feedback from partners.

Salary Scale

Salaries in Jordanian Dinars

Title	Grade	Minimum Salary	Median Salary	Maximum Salary	Description
Manager I	1	1,390	1,740	2,080	Professional degree + 12 years
Manager II	2	1,110	1,390	1,670	Professional degree + 6 years
Manager III	3	870	1,080	1,300	Bachelors degree + 12 years
Staff I	4	700	870	1,040	Bachelors degree + 9 years
Staff II	5	560	690	830	Bachelors degree + 6 years
Staff III	6	440	540	650	Bachelors degree + 3 years
Staff IV	7	320	400	480	Bachelors degree
Support I	8	260	330	390	2-year diploma + 2 years
Suport II	9	220	270	330	2-year diploma
Support III	10	180	230	280	High school
Contract I	11		2,850		
Contract II	12		1,850		
CEO	13	3,000	3,450	4,000	

Notes

Professional degree equivalent of 2 years experience

Transition Timeline

July to December 2003

	Jul	Aug	Sep	Oct	Nov	Dec	Time Factor ¹
							50%
Boards composed							42%
CEOs recruited							33%
Physical establishment of JAED							33%
Upper management screening and recruitment							17%
Staff screening and recruitment							8%
Routine operation for JEDCO & JIB							50%

Notes

¹ For all events, except "Routine operation for JEDCO & JIB," Time Factor represents the amount of time in the calendar year remaining after the event is completed. For "Routine operation for JEDCO & JIB," Time Factor represents the amount of time in the calendar year dedicated to the event.

JAED Payroll: July to December 2003

Salaries in Jordanian Dinars

	Headcount	Grade	Salary per Employee	Monthly	Jul-Dec 2003 Salaries					
					Jul	Aug	Sep	Oct	Nov	Dec
CEO	1	13	3,000	3,000	-	-	-	3,000	3,000	3,000
Enterprise Policy										
Department Manager	1	11	2,850	2,850	-	-	-	-	2,850	2,850
Senior Analyst	2	12	1,850	3,700	-	-	-	-	-	3,700
Junior Analyst	2	5	560	1,120	-	-	-	-	-	1,120
Trade Policy										
Department Manager	1	11	2,850	2,850	-	-	-	-	2,850	2,850
Senior Analyst	1	12	1,850	1,850	-	-	-	-	-	1,850
Junior Analyst	1	5	560	560	-	-	-	-	-	560
Competitiveness										
Department Manager	1	11	2,850	2,850	-	-	-	-	2,850	2,850
Senior Analyst	1	12	1,850	1,850	-	-	-	-	-	1,850
Junior Analyst	1	5	560	560	-	-	-	-	-	560
Coordination & Evaluation										
Department Manager	1	2	1,110	1,110	-	-	-	-	1,110	1,110
Senior Analyst	1	4	700	700	-	-	-	-	700	700
Knowledge Management										
Chief Information Officer	1	11	2,850	2,850	-	-	-	-	2,850	2,850
Systems Administrator	1	4	700	700	-	-	-	-	700	700
Finance										
Department Manager	1	2	1,110	1,110	-	-	-	-	1,110	1,110
Senior Accountant	1	3	870	870	-	-	-	-	870	870
Junior Accountant	1	6	440	440	-	-	-	-	-	440
Human Resources										
Department Manager	1	2	1,110	1,110	-	-	-	-	-	1,110
Communications										
Department Manager	1	2	1,110	1,110	-	-	-	-	-	1,110
Support Staff										
CEO AA/Office Manager	1	5	560	560	-	-	-	-	560	560
AA	4	8	260	1,040	-	-	-	-	-	1,040
Service/Maintenance	2	10	180	360	-	-	-	-	-	360

Driver	2	10	180	360	-	-	-	-	-	360
Guard	2	10	180	360	-	-	-	-	-	360
Monthly Total					0	0	0	3,000	19,450	33,510
TOTAL										55,960
Headcount	32				0	0	0	1	11	32
Health Insurance					0	0	0	33	367	1,067
Total										1,467
Secretariat Bonus	1		100	100	-	100	100	100	100	100
Total										500

JAED Payroll: 2004

Salaries in Jordanian Dinars

	Headcount	Grade	Salary per Employee	2004 Salaries	
				Monthly	Annual
CEO	1	13	3,000	3,000	36,000
Enterprise Policy					
Department Manager	1	11	2,850	2,850	34,200
Senior Analyst	2	12	1,850	3,700	44,400
Senior Analyst (New Hire)	1	12	1,850	1,850	22,200
Junior Analyst	2	5	560	1,120	13,440
Junior Analyst (New Hire)	2	5	560	1,120	13,440
Trade Policy					
Department Manager	1	11	2,850	2,850	34,200
Senior Analyst	1	12	1,850	1,850	22,200
Senior Analyst (New Hire)	1	12	1,850	1,850	22,200
Junior Analyst	1	5	560	560	6,720
Junior Analyst (New Hire)	2	5	560	1,120	13,440
Competitiveness					
Department Manager	1	11	2,850	2,850	34,200
Senior Analyst	1	12	1,850	1,850	22,200
Senior Analyst (New Hire)	1	12	1,850	1,850	22,200
Junior Analyst	1	5	560	560	6,720
Junior Analyst (New Hire)	1	5	560	560	6,720
Coordination & Evaluation					
Department Manager	1	2	1,110	1,110	13,320
Senior Analyst	1	4	700	700	8,400
Junior Analyst (New Hire)	2	6	440	880	10,560
Knowledge Management					
Chief Information Officer	1	11	2,850	2,850	34,200
Junior Information Officer	1	4	700	700	8,400
Systems Administrator	1	4	700	700	8,400
Finance					
Department Manager	1	2	1,110	1,110	13,320
Senior Accountant	1	3	870	870	10,440
Senior Accountant (New Hire)	1	3	870	870	10,440
Junior Accountant	1	6	440	440	5,280
Junior Accountant (New Hire)	1	6	440	440	5,280
Human Resources					
Department Manager	1	2	1,110	1,110	13,320
Senior Executive (New Hire)	1	4	700	700	8,400
Communications					
Department Manager	1	2	1,110	1,110	13,320
Senior Executive (New Hire)	1	4	700	700	8,400
Support Staff					
CEO AA/Office Administrator	1	5	560	560	6,720
AA	4	8	260	1,040	12,480
AA (New Hire)	2	8	260	520	6,240
Service/Maintenance	2	10	180	360	4,320
Driver	2	10	180	360	4,320
Guard	2	10	180	360	4,320
TOTAL	49			46,310	555,720
Board of Directors Secretariat	1		100	100	1,200

JAED Payroll: 2005

Salaries in Jordanian Dinars

	Headcount	Grade	Salary per Employee	2005 Salaries	
				Monthly	Annual
CEO	1	13	3,000	3,000	36,000
Enterprise Policy					
Department Manager	1	11	2,850	2,850	34,200
Senior Analyst	3	12	1,850	5,550	66,600
Junior Analyst	4	5	560	2,240	26,880
Trade Policy					
Department Manager	1	11	2,850	2,850	34,200
Senior Analyst	2	12	1,850	3,700	44,400
Junior Analyst	3	5	560	1,680	20,160
Competitiveness					
Department Manager	1	11	2,850	2,850	34,200
Senior Analyst	2	12	1,850	3,700	44,400
Junior Analyst	2	5	560	1,120	13,440
Coordination & Evaluation					
Department Manager	1	2	1,110	1,110	13,320
Senior Analyst	1	4	700	700	8,400
Junior Analyst	2	6	440	880	10,560
Knowledge Management					
Chief Information Officer	1	11	2,850	2,850	34,200
Junior Information Officer	1	4	700	700	8,400
Systems Administrator	1	4	700	700	8,400
Finance					
Department Manager	1	2	1,110	1,110	13,320
Senior Accountant	2	3	870	1,740	20,880
Junior Accountant	2	6	440	880	10,560
Human Resources					
Department Manager	1	2	1,110	1,110	13,320
Senior Executive	1	4	700	700	8,400
Communications					
Department Manager	1	2	1,110	1,110	13,320
Senior Executive	1	5	560	560	6,720
Support Staff					
CEO AA/Office Administrator	1	5	560	560	6,720
AA	6	8	260	1,560	18,720
Service/Maintenance	2	10	180	360	4,320
Driver	2	10	180	360	4,320
Guard	2	10	180	360	4,320
Subtotal				46,170	554,040
Annual Increment				2,101	25,209
TOTAL	49			48,271	579,249
Board of Directors Secretariat	1		100	100	1,200

JAED Costs

Expressed in Jordanian Dinars

	2003	Transition	2004	2005
PERSONNEL				
Payroll		55,960	555,720	579,249
Social Security Contribution		4,785	47,514	49,526
Health Insurance		1,467	19,600	19,600
Savings Fund Contribution		4,800	7,350	7,350
Capacity Building		67,006	75,000	100,000
Board of Directors				
Secretariat Bonus		500	1,200	1,200
HEADQUARTERS				
Overhead				
Office Rent	36,509	12,170	36,509	36,509
Office Make Ready		12,778	-	-
Utilities: Electricity, Water	7,337	2,446	11,644	12,070
Utilities: Heating	1,871	624	2,969	3,077
Insurance	15,407	5,136	24,453	25,346
Maintenance: Building	17,680	5,893	28,061	29,086
Maintenance: Office Equipment	7,840	2,613	12,443	12,897
Office Equipment		-	9,142	9,476
Office Equipment Make Ready		16,000	8,500	-
Computer Equipment		109,000	19,000	7,083
Computer Supplies	600	200	622	645
Expendable Supplies	13,816	16,255	21,928	22,729
Telecommunications & Postage	17,155	5,718	27,227	28,221
Vehicles		31,095	15,684	16,257
Vehicle Maintenance & Fuel	2,695	898	2,793	2,895
Legal Fees	2,073	691	2,149	2,227
Audit Fees	2,343	781	2,428	2,517
International Recruitment		36,924	-	-
Program				
Information Purchase		-	35,000	70,000
Communications		67,000	50,000	65,000
Events		49,153	75,000	100,000
Consultancy		50,000	100,000	200,000
Travel				
International Travel		3,191	15,000	30,000
Per Diem		14,695	15,000	30,000
Conference Registration		-	5,000	10,000
Subtotal		577,779	1,226,938	1,472,959
Contingency		57,778	122,694	147,296
TOTAL		635,557	1,349,632	1,620,255

Notes

These estimates are based on actual 2002 and 2003 budget information supplied to AMIR by JEDCO and JIB, supplemented by AMIR estimates.

JIB Payroll: July to December 2003

Salaries in Jordanian Dinars

	Headcount	Grade	Salary per Employee	Monthly	Jul-Dec 2003 Salaries					
					Jul	Aug	Sep	Oct	Nov	Dec
CEO	1	13	3,000	3,000	-	-	-	3,000	3,000	3,000
Investment Promotion										
Department Manager	1	11	2,850	2,850	-	-	-	-	2,850	2,850
International Promotion Officer	3	12	1,850	5,550	-	-	-	-	-	5,550
Local Promotion Officer	1	12	1,850	1,850	-	-	-	-	-	1,850
International Portfolio Officer	3	4	700	2,100	-	-	-	-	-	2,100
Local Portfolio Officer	1	5	560	560	-	-	-	-	-	560
Investment Facilitation										
Department Manager	1	2	1,110	1,110	-	-	-	-	1,110	1,110
Senior Investment Officer	4	4	700	2,800	-	-	-	-	-	2,800
Junior Investment Officer	4	5	560	2,240	-	-	-	-	-	2,240
Finance										
Department Manager	1	2	1,110	1,110	-	-	-	-	1,110	1,110
Senior Accountant	2	3	870	1,740	-	-	-	-	-	1,740
Junior Accountant	2	6	440	880	-	-	-	-	-	880
Knowledge Management										
Senior Information Officer	1	2	1,110	1,110	-	-	-	-	1,110	1,110
Systems Administrator	1	4	700	700						
Human Resources										
Department Manager	1	2	1,110	1,110	-	-	-	-	1,110	1,110
Senior Executive	1	4	700	700	-	-	-	-	-	700
Communications										
Department Manager	1	2	1,110	1,110	-	-	-	-	1,110	1,110
Senior Executive	1	4	700	700	-	-	-	-	-	700
Support Staff										
Office Manager	1	5	560	560	-	-	-	-	-	560
CEO AA	1	5	560	560	-	-	-	-	560	560
Receptionist	1	8	260	260	-	-	-	-	-	260
Senior AA	5	8	260	1,300	-	-	-	-	-	1,300
Junior AA	4	9	220	880	-	-	-	-	-	880
Service/Maintenance	2	10	180	360	-	-	-	-	-	360

Driver	2	9	220	440	-	-	-	-	-	440
Guard	2	10	180	360	-	-	-	-	-	360
Subtotal			35,580	0	0	0	3,000	11,960	35,240	
Current JIB				12,882	12,882	12,882	12,882	12,882		-
Monthly Total				12,882	12,882	12,882	15,882	24,842	35,240	
TOTAL										114,608
Headcount	48			76	76	76	77	84		48
Health Insurance				2,533	2,533	2,533	2,567	2,800		1,600
Total										14,567
Secretariat Bonus	1		100	100	-	100	100	100	100	100
Total										500

JIB Payroll: 2004

Salaries in Jordanian Dinars

	Headcount	Grade	Salary per Employee	2004 Salaries	
				Monthly	Annual
CEO	1	13	3,000	3,000	36,000
Investment Promotion					
Department Manager	1	11	2,850	2,850	34,200
International Promotion Officer	3	12	1,850	5,550	66,600
International Promotion Officer (New Hire)	3	12	1,850	5,550	66,600
Local Promotion Officer	1	12	1,850	1,850	22,200
Local Promotion Officer (New Hire)	2	12	1,850	3,700	44,400
International Portfolio Officer	3	4	700	2,100	25,200
International Portfolio Officer (New Hire)	3	4	700	2,100	25,200
Local Portfolio Officer	1	5	560	560	6,720
Local Portfolio Officer (New Hire)	2	5	560	1,120	13,440
Investment Facilitation					
Department Manager	1	2	1,110	1,110	13,320
Senior Investment Officer	4	4	700	2,800	33,600
Senior Investment Officer (New Hire)	2	4	700	1,400	16,800
Junior Investment Officer	4	5	560	2,240	26,880
Junior Investment Officer (New Hire)	2	5	560	1,120	13,440
Finance					
Department Manager	1	2	1,110	1,110	13,320
Senior Accountant	2	3	870	1,740	20,880
Junior Accountant	2	6	440	880	10,560
Knowledge Management					
Senior Information Officer	1	2	1,110	1,110	13,320
Systems Administrator	1	4	700	700	8,400
Systems Administrator (New Hire)	1	4	700	700	8,400
Human Resources					
Department Manager	1	2	1,110	1,110	13,320
Senior Executive	1	4	700	700	8,400
Junior Executive (New Hire)	1	6	440	440	5,280
Communications					
Department Manager	1	2	1,110	1,110	13,320
Senior Executive	1	4	700	700	8,400
Junior Executive (New Hire)	1	6	440	440	5,280
Support Staff					
Office Manager	1	5	560	560	6,720
CEO AA	1	5	560	560	6,720
Receptionist	1	8	260	260	3,120
Senior AA/Receptionist	5	8	260	1,300	15,600
Senior AA/Receptionist (New Hire)	1	8	260	260	3,120
Junior AA	4	9	220	880	10,560
Junior AA (New Hire)	2	9	220	440	5,280
Service/Maintenance	2	10	180	360	4,320
Driver	2	9	220	440	5,280
Guard	2	10	180	360	4,320
TOTAL	68			52,850	638,520
Secretariat Bonus	1		100	100	1,200

JIB Payroll: 2005

Salaries in Jordanian Dinars

	Headcount	Grade	Salary per Employee	2005 Salaries	
				Monthly	Annual
CEO	1	13	3,000	3,000	36,000
Investment Promotion					
Department Manager	1	11	2,850	2,850	34,200
International Promotion Officer	6	12	1,850	11,100	133,200
Local Promotion Officer	3	12	1,850	5,550	66,600
International Portfolio Officer	6	4	700	4,200	50,400
Local Portfolio Officer	3	5	560	1,680	20,160
Investment Facilitation					
Department Manager	1	2	1,110	1,110	13,320
Senior Investment Officer	6	4	700	4,200	50,400
Junior Investment Officer	6	5	560	3,360	40,320
Finance					
Department Manager	1	2	1,110	1,110	13,320
Senior Accountant	2	3	870	1,740	20,880
Junior Accountant	2	6	440	880	10,560
Knowledge Management					
Senior Information Officer	1	2	1,110	1,110	13,320
Systems Administrator	2	4	700	1,400	16,800
Human Resources					
Department Manager	1	2	1,110	1,110	13,320
Senior Executive	1	4	700	700	8,400
Junior Executive	1	6	440	440	5,280
Communications					
Department Manager	1	2	1,110	1,110	13,320
Senior Executive	1	4	700	700	8,400
Junior Executive	1	6	440	440	5,280
Support Staff					
Office Manager	1	5	560	560	6,720
CEO AA	1	5	560	560	6,720
Receptionist	1	8	260	260	3,120
Senior AA	6	8	260	1,560	18,720
Junior AA	6	9	220	1,320	15,840
Service/Maintenance	2	10	180	360	4,320
Driver	2	9	220	440	5,280
Guard	2	10	180	360	4,320
Subtotal				52,850	638,520
Annual Increment				2,405	29,053
TOTAL	68			55,255	667,573
Secretariat Bonus	1		100	100	1,200

JIB Program Cost: 2004

Costs in Jordanian Dinars

Trade magazine advertisements

(Full-page, full-color, 4 pages)

Number of magazines (sectors covered)	8	
Frequency of ad (ads per year)	6	
Frequency of design variation (designs per year)	2	
Strategy/message	800	
Design	3,200	
Placement	168,000	
Subtotal		172,000

International public relations representation

Strategy, generating press releases	168,000
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Visiting journalists

Journalist visits per year	12	
Journalists per visit	1	
Days per visit	7	
Airfare	12,000	
Hotel	6,300	
Meals: Lunch	7,560	
Meals: Dinner	12,600	
Local transportation	5,040	
Entertainment	3,360	
Visa	180	
Subtotal		47,040

Website

Maintenance & development (average monthly rate)	1,200	
Number of months	12	
Maintenance	14,400	
Re-design	15,000	
Subtotal		29,400

Promotional materials

Sectoral brochures

(Full-color, 7,500 print run, 8 sectors + 2 general)

Number of brochures (sectors covered)	10	
Strategy/message	2,000	
Copywriting	1,500	
Design	4,000	
Production	50,000	
Subtotal		57,500

Promotional Missions

Initial Promotional Missions

Missions per year	30	
Promotional officers per mission	1	
Days per mission	7	
Airfare	30,000	
Per diem	33,600	
Follow-up Promotional Missions		
Missions per year	30	

Promotional officers per mission	1	
Days per mission	7	
Airfare	30,000	
Per diem	33,600	
Subtotal		127,200

Site visits

Visits per year	60	
Investors per visit	2	
Days per visit	4	
Local travel	14,400	
Meals: Lunch	36,000	
Meals: Dinner	60,000	
Entertainment	12,000	
Subtotal		122,400

Industry fairs

Number of sectors covered	8	
Fairs per sector	2	
Officers per fair	2	
Days per fair	7	
Airfare	32,000	
Per diem	35,840	
Registration	16,000	
Subtotal		83,840

TOTAL	807,380
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Notes

These estimates were developed by the AMIR Program, in consultation with local and international vendors.

JIB Program Cost: 2005

Costs in Jordanian Dinars

Trade magazine advertisements

(Full-page, full-color, 4 pages)

Number of magazines (sectors covered)	8
Frequency of ad (ads per year)	6
Frequency of design variation (designs per year)	2
Strategy/message	800
Design	3,200
Placement	168,000
Subtotal	172,000

International public relations representation

Strategy, generating press releases	168,000
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Visiting journalists

Journalist visits per year	12
Journalists per visit	1
Days per visit	7
Airfare	12,000
Hotel	6,300
Meals: Lunch	7,560
Meals: Dinner	12,600
Local transportation	5,040
Entertainment	3,360
Visa	180
Subtotal	47,040

Website

Maintenance & development	14,400
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Promotional materials

Sectoral brochures

(Full-color, 7,500 print run, 8 sectors + 2 general)

Number of brochures (sectors covered)	10
Strategy/message	2,000
Copywriting	1,500
Design	4,000
Production	50,000
Subtotal	57,500

Promotional Missions

Initial Promotional Missions

Missions per year	36
Promotional officers per mission	1
Days per mission	7
Airfare	36,000
Per diem	40,320
Follow-up Promotional Missions	
Missions per year	36
Promotional officers per mission	1
Days per mission	7
Airfare	36,000
Per diem	40,320

	Subtotal	152,640
Site visits		
Visits per year	90	
Investors per visit	2	
Days per visit	4	
Local travel	21,600	
Meals: Lunch	54,000	
Meals: Dinner	90,000	
Entertainment	18,000	
	Subtotal	183,600
Industry fairs		
Number of sectors covered	8	
Fairs per sector	2	
Officers per fair	2	
Days per fair	7	
Airfare	32,000	
Per diem	35,840	
Registration	16,000	
	Subtotal	83,840
	TOTAL	<u>879,020</u>

Notes

These estimates were developed by the AMIR Program, in consultation with local and international vendors.

JIB Severance

Salary and severance in Jordanian Dinars

Years of Service ¹	Minimum Salary	Maximum Salary	Average	No. Employees	Severance ²
5	1,750		1,750	1	8,750
5	1,200		1,200	1	6,000
5	700		350	1	1,750
5	800		400	1	2,000
5	650		325	1	1,625
5	525		263	1	1,313
5	361		181	1	903
5	411		206	1	1,028
5	306	745	526	1	2,628
5	223	745	484	1	2,420
5	223	295	259	1	1,295
5	158	745	452	1	2,258
5	158	295	227	1	1,133
5	158	295	227	6	6,795
5	223	295	259	1	1,295
5	223	745	484	1	2,420
5	158	295	227	1	1,133
5	108	295	202	2	2,015
5	158	745	452	1	2,258
5	223	745	484	1	2,420
5	223	745	484	1	2,420
5	223	745	484	2	4,840
5	306	745	526	4	10,510
5	223	745	484	10	24,200
5	158	745	452	14	31,605
5	108	295	202	3	3,023
5	108	295	202	10	10,075
5	108	295	202	1	1,008
5	125	245	185	1	925
5	90	210	150	5	3,750
5	70	210	140	1	700
5	70	210	140	1	700
5	70	210	140	2	1,400
5	70	210	140	2	1,400
Basic Severance					147,990
Additional Severance ³					29,598
TOTAL			12,882	83	177,588
2004 ⁴					88,794
<i>(Lay off 50% workforce)</i>					
2005 ⁵					26,638
<i>(Lay off 15% workforce)</i>					

Notes

Based on AMIR Report entitled "Investment and Export Promotion-Conduct a Human Resources Audit of JIB, JEDCO, JIEC, and FZC" (April 2002).

¹ As per one of the author's the aforementioned study, the average number of year of service of JIB employees is approximately five.

² Calculated based on the current JIB personnel regulation, which specifies that employees should receive one month's salary for each year of service.

³ 15% allowance included in anticipation of the fact that the responsible authority may wish to grant more in severance payments than what is stipulated in the regulation, in response to anticipated discontent arising from large-scale retrenchment.

⁴ It is assumed that up to 50% of the workforce may require retrenchment in 2004.

⁵ It is assumed that up to an additional 15% of the workforce may require retrenchment in 2005.

JIB Costs

Expressed in Jordanian Dinars

	2003	Transition: Jul-Dec 2003	2004	2005
PERSONNEL				
Payroll		114,608	638,520	667,573
Social Security Contribution		9,799	54,593	57,077
Health Insurance		14,567	27,200	27,200
Savings Fund Contribution		12,600	10,200	10,200
Capacity Building	40,000	32,053	50,000	50,000
Restructuring		88,794	26,638	-
Board of Directors				
Secretariat Bonus		500	1,200	1,200
HEADQUARTERS				
Overhead				
Office Rent	113,520	56,760	113,520	113,520
Utilities: Electricity, Water	33,000	16,500	34,205	35,454
Utilities: Heating	7,000	3,500	7,256	7,520
Insurance	60,000	30,000	62,191	64,461
Maintenance: Building	25,000	12,500	25,913	26,859
Maintenance: Furniture & Equipment	21,000	10,500	21,767	22,561
Office Equipment	22,000	11,000	22,803	23,636
Computer Equipment	10,000	5,000	10,365	10,744
Computer Supplies	-	-	622	645
Expendable Supplies	12,000	6,000	12,438	12,892
Telecommunications & Postage	30,000	15,000	46,095	47,778
Vehicles	20,000	10,000	20,730	21,487
Vehicle Maintenance & Fuel	10,000	5,000	10,365	10,744
Legal Fees	-	6,000	2,073	2,149
Audit Fees	-	-	2,343	2,428
International Recruitment	-	36,924	-	-
Program				
Information Purchase	-	-	35,000	50,000
Promotional Materials	235,400	117,700	57,500	57,500
Advertising	-	-	172,000	172,000
International PR Representation	700,000	350,000	168,000	168,000
Hospitality: Journalists	-	-	47,040	47,040
Promotional Missions	146,000	73,000	127,200	152,640
Hospitality: Investors	10,000	5,000	122,400	183,600
Industry Fairs	97,500	48,750	83,840	83,840
Local Events	466,000	233,000	20,000	30,000
Consultancy	-	-	50,000	75,000
Travel				
International Travel		2,482	5,000	10,000
Per Diem		11,430	5,000	10,000
Subtotal		1,338,965	2,094,016	2,255,747
Contingency		133,897	209,402	225,575
TOTAL		1,472,862	2,303,418	2,481,322

Notes

These estimates are based on actual 2002 and 2003 budget information supplied to AMIR by JEDCO and Some of the data supplied are so inconsistent with one another as to raise suspicion about their accuracy. Estimates based on such data should be considered indicative only.

JEDCO Payroll: July to December 2003

Salaries in Jordanian Dinars

	Headcount	Grade	Salary per Employee	Monthly	Jul-Dec 2003 Salaries					
					Jul	Aug	Sep	Oct	Nov	Dec
CEO	1	13	3,000	3,000	-	-	-	3,000	3,000	3,000
Donor Program Liaison	1	4	700	700	-	-	-	-	-	700
Micro/Small Enterprise Development										
Department Manager	1	2	1,110	1,110	-	-	-	-	1,110	1,110
Financial Manager	1	3	870	870	-	-	-	-	-	870
Senior Executive	2	4	700	1,400	-	-	-	-	-	1,400
Junior Executive	2	6	440	880	-	-	-	-	-	880
Company Development										
Department Manager	1	2	1,110	1,110	-	-	-	-	1,110	1,110
Senior Executive	1	4	700	700	-	-	-	-	-	700
Junior Executive	1	6	440	440	-	-	-	-	-	440
Backward Linkages										
Department Manager	1	11	2,850	2,850	-	-	-	-	2,850	2,850
Senior Executive	1	3	870	870	-	-	-	-	-	870
Junior Executive	1	5	560	560	-	-	-	-	-	560
Trade Services										
Department Manager	1	2	1,110	1,110	-	-	-	-	1,110	1,110
Senior Executive	2	3	870	1,740	-	-	-	-	-	1,740
Junior Executive	2	6	440	880	-	-	-	-	-	880
Export Promotion										
Department Manager	1	2	1,110	1,110	-	-	-	-	1,110	1,110
Senior Executive	9	3	870	7,830	-	-	-	-	-	7,830
Junior Executive	9	5	560	5,040	-	-	-	-	-	5,040
Finance										
Department Manager	1	2	1,110	1,110	-	-	-	-	1,110	1,110
Senior Accountant	2	3	870	1,740	-	-	-	-	-	1,740
Junior Accountant	2	6	440	880	-	-	-	-	-	880
Knowledge Management										
Senior Information Officer	1	2	1,110	1,110	-	-	-	-	1,110	1,110
Systems Administrator	1	4	700	700	-	-	-	-	-	700
Senior Information Services Executive	1	4	700	700	-	-	-	-	-	700

Junior Information Services Executive	2	5	560	1,120	-	-	-	-	-	1,120
Human Resources										
Department Manager	1	2	1,110	1,110	-	-	-	-	-	1,110
Senior Executive	1	4	700	700	-	-	-	-	-	700
Communications										
Department Manager	1	12	1,850	1,850	-	-	-	-	1,850	1,850
Senior Executive	1	4	700	700	-	-	-	-	-	700
Support Staff										
CEO AA	1	5	560	560	-	-	-	-	560	560
Office Manager	1	5	560	560	-	-	-	-	-	560
Receptionist	1	8	260	260	-	-	-	-	-	260
Senior AA	5	8	260	1,300	-	-	-	-	-	1,300
Junior AA	4	9	220	880	-	-	-	-	-	880
Service/Maintenance	2	10	180	360	-	-	-	-	-	360
Guard	4	10	180	720	-	-	-	-	-	720
Driver	3	10	180	540	-	-	-	-	-	540
Subtotal				47,840	0	0	0	3,000	14,920	47,840
Current JEDCO					41,577	41,577	41,577	41,577	41,577	-
Monthly Total					41,577	41,577	41,577	44,577	56,497	47,840
TOTAL										273,643
Headcount	73				108	108	108	109	118	73
Health Insurance					3,600	3,600	3,600	3,633	3,933	2,433
Total										20,800
Secretariat Bonus	1		100	100	-	100	100	100	100	100
Total										500

JEDCO Payroll: 2004

Salaries in Jordanian Dinars

	Headcount	Grade	Salary per Employee	2004 Salaries	
				Monthly	Annual
CEO	1	13	3,000	3,000	36,000
Donor Program Liaison	1	4	700	700	8,400
Micro/Small Enterprise Development					
Department Manager	1	2	1,110	1,110	13,320
Financial Manager	1	3	870	870	10,440
Financial Manager (New Hire)	1	3	870	870	10,440
Senior Executive	2	4	700	1,400	16,800
Senior Executive (New Hire)	2	4	700	1,400	16,800
Junior Executive	2	6	440	880	10,560
Junior Executive (New Hire)	2	6	440	880	10,560
Company Development					
Department Manager	1	2	1,110	1,110	13,320
Senior Executive	1	4	700	700	8,400
Senior Executive (New Hire)	1	4	700	700	8,400
Junior Executive	1	6	440	440	5,280
Junior Executive (New Hire)	1	6	440	440	5,280
Backward Linkages					
Department Manager	1	11	2,850	2,850	34,200
Senior Executive	1	3	870	870	10,440
Junior Executive	1	5	560	560	6,720
Junior Executive (New Hire)	1	5	560	560	6,720
Trade Services					
Department Manager	1	2	1,110	1,110	13,320
Senior Executive	2	3	870	1,740	20,880
Senior Executive (New Hire)	1	3	870	870	10,440
Junior Executive	2	6	440	880	10,560
Junior Executive (New Hire)	2	6	440	880	10,560
Export Promotion					
Department Manager	1	2	1,110	1,110	13,320
Senior Executive	9	3	870	7,830	93,960
Senior Executive (New Hire)	2	3	870	1,740	20,880
Junior Executive	9	5	560	5,040	60,480
Junior Executive (New Hire)	2	5	560	1,120	13,440
Finance					
Department Manager	1	2	1,110	1,110	13,320
Senior Accountant	2	3	870	1,740	20,880
Senior Accountant (New Hire)	1	3	870	870	10,440
Junior Accountant	2	6	440	880	10,560
Junior Accountant (New Hire)	1	6	440	440	5,280
Knowledge Management					
Senior Information Officer	1	2	1,110	1,110	13,320
Systems Administrator	1	4	700	700	8,400
Systems Administrator (New Hire)	1	4	700	700	8,400
Senior Information Services Executive	1	4	700	700	8,400
Junior Information Services Executive	2	5	560	1,120	13,440
Jr. Info Services Executive (New Hire)	2	5	560	1,120	13,440
Human Resources					
Department Manager	1	2	1,110	1,110	13,320
Senior Executive	1	4	700	700	8,400
Communications					

Department Manager	1	12	1,850	1,850	22,200
Senior Executive	1	4	700	700	8,400
Senior Executive (<i>New Hire</i>)	1	4	700	700	8,400
Junior Executive (<i>New Hire</i>)	1	5	560	560	6,720
Support Staff					
Office Manager	1	5	560	560	6,720
CEO AA	1	5	560	560	6,720
Receptionist	1	8	260	260	3,120
Senior AA	5	8	260	1,300	15,600
Senior AA/Receptionist (<i>New Hire</i>)	2	8	260	520	6,240
Junior AA	4	9	220	880	10,560
Junior AA (<i>New Hire</i>)	3	9	220	660	7,920
Service/Maintenance	2	10	180	360	4,320
Guard	4	10	180	720	8,640
Driver	3	10	180	540	6,480
Driver (<i>New Hire</i>)	1	10	180	180	2,160
TOTAL	101			64,310	771,720
Secretariat Bonus	1		100	100	1,200

JEDCO Payroll: 2005

Salaries in Jordanian Dinars

	Headcount	Grade	Salary per Employee	2005 Salaries	
				Monthly	Annual
CEO	1	13	3,000	3,000	36,000
Donor Program Liaison	1	4	700	700	8,400
Micro/Small Enterprise Development					
Department Manager	1	2	1,110	1,110	13,320
Financial Manager	2	3	870	1,740	20,880
Senior Executive	4	4	700	2,800	33,600
Junior Executive	4	6	440	1,760	21,120
Company Development					
Department Manager	1	2	1,110	1,110	13,320
Senior Executive	2	4	700	1,400	16,800
Junior Executive	2	6	440	880	10,560
Backward Linkages					
Department Manager	1	11	2,850	2,850	34,200
Senior Executive	1	3	870	870	10,440
Junior Executive	2	5	560	1,120	13,440
Trade Services					
Department Manager	1	2	1,110	1,110	13,320
Senior Executive	3	3	870	2,610	31,320
Junior Executive	4	6	440	1,760	21,120
Export Promotion					
Department Manager	1	2	1,110	1,110	13,320
Senior Executive	11	3	870	9,570	114,840
Junior Executive	11	5	560	6,160	73,920
Finance					
Department Manager	1	2	1,110	1,110	13,320
Senior Accountant	3	3	870	2,610	31,320
Junior Accountant	3	6	440	1,320	15,840
Knowledge Management					
Senior Information Officer	1	2	1,110	1,110	13,320
Systems Administrator	2	4	700	1,400	16,800
Senior Information Services Executive	1	4	700	700	8,400
Junior Information Services Executive	4	5	560	2,240	26,880
Human Resources					
Department Manager	1	2	1,110	1,110	13,320
Senior Executive	1	4	700	700	8,400
Communications					
Department Manager	1	12	1,850	1,850	22,200
Senior Executive	2	4	700	1,400	16,800
Junior Executive	1	5	560	560	6,720
Support Staff					
Office Manager	1	5	560	560	6,720
CEO AA	1	5	560	560	6,720
Receptionist	1	8	260	260	3,120
Senior AA	7	8	260	1,820	21,840
Junior AA	7	9	220	1,540	18,480
Service/Maintenance	2	10	180	360	4,320
Guard	4	10	180	720	8,640
Driver	4	10	180	720	8,640
Subtotal				64,310	771,720
Annual Increment				2,926	35,113
TOTAL	101			67,236	806,833
Secretariat Bonus	1		100	100	1,200

JEDCO Severance

Salaries and severance in Jordanian Dinars

Years of Service ¹	Minimum Salary	Maximum Salary	Average	Severance ²	No. Employees
5	1,400		1,400	7,000	1
4	885		885	3,540	1
3	402	700	551	1,653	1
3	402	700	551	1,653	1
4	402	700	551	2,204	1
5	451	750	601	3,003	1
3	402	700	551	1,653	1
12	2,470	2,800	2,635	34,255	1
1	2,630	2,800	2,715	2,715	1
1	1,930	2,800	2,365	2,365	1
15	2,202	3,800	3,001	52,518	1
1	1,742	3,800	2,771	2,771	1
8	402	500	451	3,608	1
1	402	700	551	551	1
10	330	540	435	4,350	1
1	330	540	435	435	1
2	346	560	453	906	1
2	330	540	435	870	1
2	330	540	435	870	1
2	330	540	435	870	1
2	346	560	453	906	1
3	330	540	435	1,305	1
2	372	590	481	962	1
2	372	590	481	962	1
2	330	540	435	870	1
2	330	540	435	870	1
7	402	700	551	3,857	1
2	330	540	435	870	1
1	346	560	453	453	1
1	330	540	435	435	1
7	277	380	329	2,300	1
6	277	380	329	1,971	1
2	277	380	329	657	1
4	252	350	301	1,204	1
3	252	350	301	903	1
4	277	380	329	1,314	1
3	252	350	301	903	1
2	252	350	301	602	1
3	287	390	339	1,016	1
3	277	280	279	836	1
2	252	350	301	602	1
5	287	390	339	1,693	1
7	198	300	249	1,743	1
2	252	350	301	602	1
2	277	380	329	657	1
3	252	350	301	903	1
1	252	350	301	301	1
3	260	350	305	915	1
9	330	540	435	3,915	1
6	277	380	329	1,971	1

5	198	330	264	1,320	1
8	277	380	329	2,628	1
6	198	330	264	1,584	1
2	292	350	321	642	1
11	198	330	264	3,036	1
1	266	370	318	318	1
8	340	400	370	2,960	1
6	174	300	237	1,422	1
1	174	280	227	227	1
1	174	300	237	237	1
7	174	300	237	1,659	1
6	151	250	201	1,203	1
9	151	250	201	1,805	1
8	198	330	264	2,112	1
5	128	200	164	820	1
6	240	350	295	1,770	1
3	174	300	237	711	1
2	252	350	301	602	1
6	174	280	227	1,362	1
5	151	250	201	1,003	1
1	144	230	187	187	1
4	128	200	164	656	1
16	128	200	164	3,116	1
17	128	200	164	3,362	1
1	128	190	159	159	1
10	144	230	187	1,870	1
27	151	220	186	6,585	1
8	128	190	159	1,272	1
10	128	190	159	1,590	1
14	128	190	159	2,544	1
2	128	190	159	318	1
6	128	190	159	954	1
14	128	190	159	2,544	1
15	128	190	159	2,783	1
15	128	190	159	2,783	1
1	128	190	159	159	1
1	128	190	159	159	1
1	144	210	177	177	1
13	128	190	159	2,306	1
1	128	190	159	159	1
Basic Severance				225,387	
Additional Severance ³				78,885	
TOTAL				41,577	304,272
					90
Year 2004 ⁴				152,136	
<i>(Lay off 50% workforce)</i>					
Year 2005 ⁵				45,641	
<i>(Lay off 15% workforce)</i>					

Notes

Based on AMIR Report entitled "Investment and Export Promotion-Conduct a Human Resources Audit of JIB, JEDCO, JIEC, and FZC" (April 2002).

¹ As per AMIR Report entitled "Investment and Export Promotion-Conduct a Human Resources Audit of JIB, JEDCO, JIEC, and FZC" (April 2002).

² Calculated based on the current JEDCO personnel regulation, which specifies that employees should receive one month's salary for each year of service for their first ten years of service and one-and-a-half months' salary for each year of service over ten years.

³ 35% allowance included: 15% in anticipation of the fact that the responsible authority may wish to grant more in severance payments than what is stipulated in the regulation, in response to anticipated discontent arising from large-scale retrenchment and 20% in recognition of the fact that the JEDCO staff headcount has increased from 90 to 108, since the human resources audit was conducted.

⁴ It is assumed that up to 50% of the workforce may require retrenchment in 2004.

⁵ It is assumed that up to an additional 15% of the workforce may require retrenchment in 2005.

JEDCO Costs

Expressed in Jordanian Dinars

	2003	Transition: Jul-Dec 2003	2004	2005
PERSONNEL				
Payroll		273,643	771,720	806,833
Social Security Contribution		23,396	65,982	68,984
Health Insurance		20,800	29,200	40,400
Savings Fund Contribution		16,200	10,950	15,150
Capacity Building		15,000	50,000	50,000
Restructuring		152,136	45,641	-
Board of Directors				
Secretariat Bonus		500	1,250	1,250
HEADQUARTERS				
Overhead				
Office Rent	0	0	0	0
Utilities: Electricity, Water	18,346	9,173	19,016	19,710
Utilities: Heating	2,073	1,037	2,149	2,227
Insurance	453	226	513	580
Maintenance: Building	1,855	927	2,293	2,836
Maintenance: Telephone Equipment	1,237	618	1,529	1,891
Maintenance: Photocopiers	2,473	1,237	3,058	3,781
Maintenance: Fax Equipment	371	185	459	567
Maintenance: Furniture	247	124	306	378
Maintenance: Air Conditioners	742	371	917	1,134
Maintenance: Elevators	556	278	688	851
Maintenance: Computers	5,688	2,844	7,033	8,697
Office Equipment	10,800	5,400	10,800	7,735
Computer Equipment	6,000	3,000	7,419	9,174
Computer Supplies	622	311	645	668
Expendable Supplies	6,426	3,213	6,661	6,904
Telecommunications & Postage	16,584	8,292	25,482	26,412
Vehicles	20,000	10,000	20,616	21,250
Vehicle Maintenance & Fuel	9,892	4,946	12,232	15,125
Legal Fees	2,073	13,080	2,149	2,227
Audit Fees	2,343	1,171	2,428	2,517
Program				
Information Purchase	518	259	35,000	70,000
Advertising/Communications Materials	-	-	25,000	50,000
Exhibitions	445,699	222,849	500,000	750,000
Export Promotion & Development	122,308	61,154	200,000	400,000
Consultancy	-	-	50,000	100,000
Travel				
International Travel	2,280	4,685	40,000	60,000
Per Diem	4,353	18,505	40,000	60,000
OVERSEAS NETWORK				
Personnel				
Cost of Living Differential		-	1,877	1,877
Housing Supplement		-	216,000	216,000
Travel to/from Post		-	30,000	30,000
Relocation Expenses		-	21,000	21,000
Overhead				
All-inclusive Office	62,636	31,318	144,000	144,000

Office Equipment	2,591	1,296	6,000	6,000
Office Equipment Maintenance		-	3,000	3,000
Computer Equipment		-	6,000	6,000
Telecommunications & Postage		-	18,000	18,000
Expendable Supplies		-	6,000	6,000
Program				
Promotion		-	72,000	72,000
Travel				
Local & Regional Travel		-	36,000	36,000
Per Diem		-	138,240	138,240
Subtotal		908,175	2,689,251	3,305,399
Contingency		90,818	268,925	330,540
TOTAL		998,993	2,958,176	3,635,938

Notes

These estimates are based on actual 2002 and 2003 budget information supplied to AMIR by JEDCO and JIB, supplemented by AMIR estimates.

Some of the data supplied are so inconsistent with one another as to raise suspicion about their accuracy. Estimates based on such data should be considered indicative only.

APPENDIX 11

Proposed Schedule of Capacity Building

JAED Capacity Building

Title	Brief Description	LOE in days	Start Date
Strategic Planning	JAED, JIB, JEDCO, JIEC CEOs	62 (F)	01-Sep-03
	Determine vision, mission, objectives		
	Determine results & indicators		
	Determine appropriate organizational structures		
	Prepare annual work plan		
Change management	Prepare annual budget request	12 (F)	01-Nov-03
	JAED, JIB, JEDCO, JIEC CEOs		
	Managing entity transition effectively		
Screening & recruitment of personnel	Developing two-year transition plan	105 (L)	01-Oct-03
	JAED, JIB, & JEDCO		
	Create criteria & procedure for screening & recruitment		
Enterprise Policy	Support senior management screening & recruitment	17 (F)	01-Jan-04
	Support staff screening & recruitment		
	Specific to JAED		
	Sectoral strategy		
	Regional strategy		
Trade Policy	Infrastructure requirements	17 (F)	01-Jan-04
	Skill requirements		
	Incentives, taxation, & finance		
	Trade agreements		
	Trade development		
Competitiveness	Specific to JAED	17 (F)	01-Jan-04
	Understanding competitiveness		
	Factor costs		
	Productivity & innovation		
	Enabling environment & advocacy		
Monitoring & Evaluation	International benchmarking	12 (F)	01-Dec-03
	JAED, JIB, JEDCO, & JIEC		
	JAED: Internal & related to other entities		
	JEDCO, JIB, JIEC: Internal		
	Setting targets		
Information Systems	Measuring & reporting performance	10 (L)	01-Dec-03
	Evaluating impact		
	JAED, JIB, JEDCO, & JIEC Knowledge Management Managers		
	Business model		
	Information architecture		
Human resources	Strategic thinking	12 (F)	01-Dec-03
	Defining human resource requirements		
	Defining organizational structures		
	Recruitment		
	Development/training		
Communications	Performance management	12 (F)	01-Dec-03
	Specific to JIB and JEDCO		
	Establish policy on issues of:		
	Termination		
	Relocation		
Communications	Early retirement	12 (F)	01-Dec-03
	JAED, JIB, JEDCO, & JIEC Communications Managers		
	Understanding communications		
	Communications strategy (joint & individual):		
	Determine objectives		
Communications	Identify target audiences	12 (F)	01-Dec-03
	Articulate messages		
	Determine appropriate communications mix		
	Identify opportunities		
	Identify communications counterparts		
Communications	Identify counterpart journalists	12 (F)	01-Dec-03
	Communications techniques:		
	Identifying communications opportunities		
	Taking full advantage of opportunities/Timing		
	Staying on message		
Communications	The press release:	12 (F)	01-Dec-03
	Structure, style, and presentation		
	Building media relationships		
	Placement		
	Follow-up		

Notes

(F) = Foreign (L) = Local

JAED Teambuilding

Title	Brief Description	LOE in days	Start Date
Teambuilding retreat	JAED, JIB, JEDCO, & JIEC full staff	17 (F)	15-Dec-03
	JAED, JIB, JEDCO, & JIEC full staff teambuilding		
	Individual entity team building		
	Individual department team building		
	JAED, JIB, JEDCO, & JIEC common department teambuilding		

Notes

(F) = Foreign (L) = Local

JEDCO Capacity Building

Title	Brief Description	LOE in days	Start Date
Best practice functional benchmarking	Organizational structure	17 (F)	01-Aug-03
	Roles and responsibilities		
	Operating costs		
	Organizational culture		
	Training needs		
	Export promotion:		
	Current roles of JEDCO & others		
	Market research		
	Promotion strategy		
	Promotional techniques		
	Overseas promotion office locations		
	Training needs		
	Company development:		
	Current roles of JEDCO & others		
	Identification of potential cooperaiton		
	Identification of gaps & potential new roles		
	Training needs		
Export promotion	Market & product research	17 (F)	01-Jan-04
	Promotion strategy		
	Promotional techniques		
Small enterprise development	Client identification	17 (F)	01-Jan-04
	Diagnostic		
	Technical upgrading		
	Subsidy		
	Developing entrepreneurship		
Company development	Client identification	17 (F)	01-Jan-04
	Diagnostic		
	Technical upgrading		
	Subsidy		
Backward linkages	Understanding linkage	17 (F)	01-Jan-04
	Supply & demand identification		
	Diagnostic		
	Technical upgrading		
	Interfirm cooperation		

Notes

(F) = Foreign (L) = Local

JIB Capacity Building

Title	Brief Description	LOE in days	Start Date
Best practice functional benchmarking	Organizational structure	17 (F)	01-Aug-03
	Roles and responsibilities		
	Operating costs		
	Organizational culture		
	Training needs		
	Investment promotion:		
	Sector, company, & event research		
	Marketing strategy		
	Promotional tools & techniques:		
	Image building		
	Direct marketing		
	Training needs		
	Investor facilitation:		
	Customer service		
	After-care service		
	Facilitation systems		
	Training needs		
Investment promotion	Response to needs assessment	17 (F)	01-Jan-04
	Market research		
	Marketing strategy		
	Promotional techniques:		
	Direct marketing		
	Public relations		
Aftercare	Events	17 (F)	01-Jan-04
	Response to needs assessment		
	Relationship management		
	Expansion promotion		
Investment facilitation	Crisis management	12 (F)	01-Jan-04
	Response to needs assessment		
	Customer service		
	Intergovernmental cooperation		

Notes

(F) = Foreign (L) = Local

APPENDIX 12

Draft Presentation to His Majesty King Abdullah II



JAED Reform

Presentation to H.M. King Abdullah II
[Date]





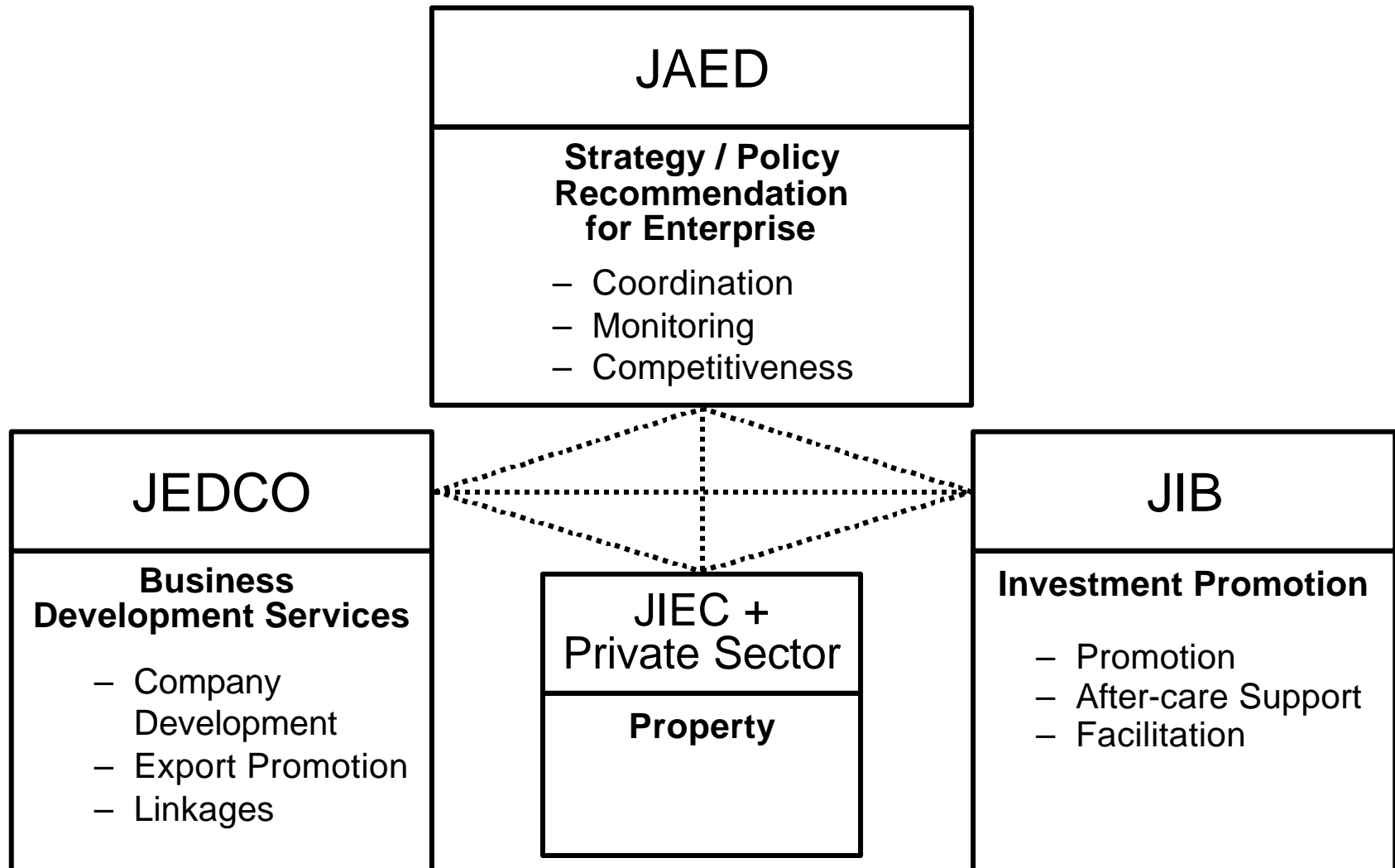
JAED Reform Laws Passed

- JAED Reform laws published in *Official Gazette, No. 4606*

“...the new laws are a major improvement on the old system. They represent a genuine effort by the Government of Jordan to...bring the legislation, in the critical areas of investment and enterprise development, up to date. This will greatly facilitate the efficient working of the new entities and thereby lead to enhanced economic development.”

-David Lovegrove

Institutional Framework Today





Importance of JAED Reform

- Represents international best practice to achieve global competitiveness
 - Raise incomes & living standards through increased investment, employment, economy expenditure, & tax revenue
 - Translate macroeconomic reform into benefits for Jordanians
 - Keep pace with global economy & competitor countries
 - Continue regional leadership



Implementation Plan & Budget

	Jul	Aug	Sep	Oct	Nov	Dec
Composition of Boards of Directors						
Passage of progressive regulations						
International CEO recruitment						
JAED physically established						
Management screening & recruitment						
Staff screening & recruitment						

Entities operational by January 2004

Estimated 2004 Budget

(In millions)

JAED	JD1.2
JIB	2.1
JEDCO	3.0
Total	JD6.3



Ensuring JAED Reform Success

Make national priority

- Incorporate JAED Reform into ongoing national discourse
 - Create strong political commitment
 - Encourage adequate, sustained funding

Support reform process

- Passing progressive regulations
- Appointing appropriate CEOs
- Obtaining adequate funding

APPENDIX 13

Consultant Scope of Work

Annex D

Scope of Work: Specific Tasks of the Consultant(s)

Activity:	511 Support to JAED
SOW Title:	Composition of Boards and Selection of CEOs
Modification:	Original
SOW Date:	17 June 2003
SOW:	Final
Total LOE:	5
Task and Consultant:	LOE/F/Composition of Boards and Selection of CEOs DJL David Lovegrove

I. Specific Challenges Addressed by this Consultancy

In 2001, upon the recommendation of the Economic Consultative Council, H.M. King Abdullah II appointed an Investment Task Force to consider options for refocusing Jordan's investment and trade promotion activities and for restructuring the entities charged with carrying out those activities. The Task Force commissioned a study to examine international best practices in this field and considered successful organizational models already functioning in Costa Rica, Malaysia, Ireland, and Singapore. These organizations all shared several common features, including a prominent role for the private sector in establishing policies and strategies, considerable autonomy from Government, and the ability to adopt private-sector management techniques. They also tend to coordinate functions, operations, and messages across a diverse group of entities responsible for different aspects of trade and investment promotion. The Task Force recommended the Irish Forfás model as that best suited to Jordan's needs. In turn, an Investment Committee was appointed to develop a plan for rapid and effective implementation of the Forfás model in Jordan.

In mid-2002, with extensive support from the AMIR Program, the Investment Committee submitted that plan, together with supporting draft legislation, to Government. The plan, which calls for substantial reform of the Jordan Export Development and Commercial Centers Corporation (JEDCO) and the Jordan Investment Board (JIB), as well as the creation of a new entity, the Jordan Authority for Enterprise Development (JAED), promises great improvement in Jordan's investment promotion and enterprise development effort. This plan was recently approved by the Minister of Industry & Trade; endorsed by the Cabinet of Ministers, the Prime Minister, and H.M. King Abdullah II; and passed into law. The Minister of Industry & Trade has pledged to H.M. King Abdullah II that these laws will be fully implemented by Fall 2003.

After over two years of searching for an appropriate model, developing a plan to adopt that model, and generating consensus around that plan, Jordan's drive to improve its investment promotion and enterprise development effort has reached its most critical stage: implementation. Despite the merits of the approved and endorsed reform package, should some aspect of its implementation be inadequate, it is possible that the entire reform will fail to meet expectations. This is to say, it is important not only that the reform package be implemented, but that it be implemented correctly. Despite the strong consensus reached about the reform up until this time, misunderstandings, compromises, or missteps at the point of implementation could lead to unexpected outcomes and even undermine the improvements that the reform promises.

One of the most important aspects of implementation is leadership. Since the Boards of Directors will initiate and guide the implementation of the reform effort, it is necessary that they are appropriately composed. Since the CEOs will drive that effort forward, it is necessary that they are qualified and credible. At the same time, however, the selection of leaders is fraught with challenges, as personal and political interests come in to play.

Consultant _____

Chemonics _____

II. Objective of this Consultancy

The primary objective of this consultancy is to assist the Minister of Industry & Trade in composing the Boards of Directors of the entities involved in the reform (JAED, JEDCO, JIB, and JIEC) and to assist those Boards of Directors (or relevant Committees) in selecting their CEOs, in such a way that is consistent with international best practice and faithful to both the letter and spirit of the endorsed reform package.

III. Specific Tasks of the Consultant

Under this Scope of Work, the Consultant(s) shall perform, but not be limited to, the tasks specified under the following categories:

A. Background Reading Related to Understanding the Work and Its Context

Consultant shall read, but is not limited to, relevant sections of the following materials to fully understand the work specified under this consultancy:

■ DJL

1. AMIR Report “A Sustainable Institutional Framework for Investment Promotion and Enterprise Development in Jordan” (June 2002)
2. AMIR Report “Investment Promotion (IVP) Report on Phase III – Trip 1” (October 2002)
3. AMIR Report “Investment and Export Promotion- Conduct a Human Resources Audit of JIB, JEDCO, JIEC, and FZC” (April 2002)
4. AMIR Report “Moving Towards an Integrated Trade and Investment Information System in Jordan” (December 2002)
5. AMIR Report “JIEC Market Demand Study for Serviced Industrial Estates (April 2002)
6. AMIR Report “The 2002 Investor Roadmap of Jordan” (October 2002)
7. AMIR Report “Fiscal Investment Incentives in Jordan” (November 2002)
8. AMIR Report “A Sustainable Trade and Investment Strategy for Jordan” (May 2002)
9. AMIR 2.0 Technical Proposal

B. Background Interviews Related to Understanding the Work and Its Context

The Consultant shall contact personally, by e-mail, or by telephone the following individuals in order to fully understand the work specified under this consultancy:

DJL

1. Greta Boye, PSPI Team Leader, AMIR Program
2. Barry O’Connell, Investment Promotion Advisor, AMIR Program
3. Brad Fusco, Investment Promotion Advisor, AMIR Program
4. Rami Al-Qusus, Policy Analyst, AMIR Program
5. Barbara Zadina, Communications Manager, AMIR Program
6. Salah Al-Bashir, Minister, Ministry of Industry & Trade
7. Khaled Al-Wazani, Economic Advisor to His Majesty the King, Royal Hashemite Court, Economic Department
8. Jamal-Al-Jabiri, USAID

C. Tasks Related to Achieving the Consultancy's Objectives

The Consultant shall use his education, considerable experience, and additional understanding gleaned from the tasks specified in A. and B. above to:

■ DJL

1. Assist Minister of Industry & Trade in Composing Boards of Directors

Consultant _____

Chemonics _____

The consultant should bring to bear international best practice, while taking into consideration the realities of the Jordanian context. The consultant should also work together with the Minister of Industry & Trade to develop specific (i.e., at the level of individual candidates) Board compositions for the entities involved in the reform (JAED, JEDCO, JIB, and JIEC), resulting in the swift creation of one or more of those Boards, whether fully legally constituted or on an interim basis until the relevant legislation comes into effect.

2. Assist Boards of Directors in Selecting CEOs

The consultant should bring to bear international best practice, while taking into consideration the realities of the Jordanian context. The consultant should offer a clear vision for the positions, generate consensus around that vision with the Boards of Directors (or relevant Committees), and work together with the Boards of Directors (or relevant Committees) to realize that vision. The consultant must work to assure that there is no conflict of interest in the process.

If an international headhunting/recruitment agency is used to recruit one or more of the CEOs, the consultant should work together with the relevant Boards of Directors (or relevant Committees) to achieve outcomes that include, but are not limited to, the following.

- Development of a set of criteria to be used in advertisements for the jobs
- Drafting advertisements for the jobs or appropriate job descriptions, written to the standard of world-class publications and to be used in advertisements for the jobs
- Drafting and disseminating a Request for Proposal (RFP) to at least three international headhunting/recruitment agencies, asked to tender for the work of carrying out an international search, placing advertisements internationally, and carrying out the initial screening of candidates
- Review of proposals and selection of winning agency
- Development of the criteria against which the agency will carry-out the initial screenings of candidates
- Detailed review of the long list of approximately ten candidates provided by the agency and screening against criteria to determine short list of approximately five candidates who will be invited to interview
- Composition of the interview panel, which should be well-based and representative
- Determination of an appropriate interview procedure, interview format, selection criteria, and selection procedure
- Determination of appropriate follow-up procedure to interview process, including offer and negotiation

If an international headhunting/recruitment agency is not used, the consultant should work together with the relevant Boards of Directors (or relevant Committees) to achieve outcomes that include, but are not limited to, the following.

- Development of a set of criteria to be used in advertisements for the jobs
- Drafting advertisements for the positions or appropriate job descriptions, written to the standard of world-class publications and to be used in advertising the positions
- Determination of appropriate channels for advertising the positions
- Development of the criteria against which all candidates will be screened
- Screening of candidates against criteria to determine long list of approximately ten candidates
- Detailed review of the long list of candidates and screening against criteria to determine short list of approximately five candidates who will be invited to interview
- Composition of the interview panel, which should be well-based and representative
- Determination of an appropriate interview procedure, interview format, selection criteria, and selection procedure
- Determination of appropriate follow-up procedure to interview process, including offer and negotiation

IV. Time Frame for the Consultancy

Unless otherwise specified in writing, the time frame for this consultancy is specified by the expenditure start and end dates shown in Annex E.

Consultant _____

Chemonics _____

V. LOE for the Consultancy

The days of level of effort are allocated by location in Annex E.

VI. Consultancy Qualifications

The Consultant(s) shall have the following minimum qualifications to be considered for this consultancy:

1. Educational Qualifications

- At least a Master's degree in a relevant discipline.

2. Work Experience Qualifications

- At least twenty years of experience working in the field of direct investment promotion and facilitation at the international best-practice level.
- Thorough familiarity with the Irish Model for investment promotion and facilitation.
- At least five years of experience working in developing countries to build capacity and develop institutions in the field of direct investment promotion and facilitation.
- Substantial previous experience with Board composition and/or CEO recruitment.

Consultant _____

Chemonics _____